service TALK

DevOps: challenging ITIL's supremacy?

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serviceTALK

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KEVIN HOLLAND EXAMINES A NEW METHODOLOGY THAT IS THREATENING ITIL'S SUPREMACY.

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HOW CLOSE ARE YOU TO YOUR CUSTOMERS?

❝ **Just 20% of IT service desks can manage employee devices.** ❞

This headline screams out from ServiceTalk's Industry News section, highlighting the plight of thousands of service desk managers across the globe as they apprehensively examine the latest gizmo and ask themselves the immortal questions, "what is it and how do we manage it?" These are never easy questions to answer, but in recent months a plethora of smartphones, tablets and assorted other devices have brought the manageability of 'BYOD' to the top of the IT agenda.

For decades, it seems, ever since someone picked up a PC in the early 80s and announced he'd found the solution to the mainframe backlog, there's been a tension between business empowerment and central control. The pendulum swings from one side to the other: first the industry comes up with a new technology to help the business innovate, and then IT draws it into the corporate infrastructure, surrounding it with the necessary controls and processes to avoid exposure to security, asset management and data integrity risks. Both stages are essential, but often the net effect is far less positive than it should be.

Of course, the movements of the pendulum are a little more subtle today. The business and IT are much more closely intertwined than they used to be, and the distinction between IT use in the office and in the home is equally blurred. But the fundamental issues remain the same. In the end the IT department is either a leader of innovation within the business or an obstacle to it, and the best way to stay in control and ward off competitive threats is to be an innovator rather than a fire-fighter. And to do that, you need to understand your customers' needs.

"The only way we can ensure that we perform better than our competitors is by getting closer to the customer, understanding their challenges and delivering solutions that provide what they need," as Vawns Guest and Patrick Bolger argue in their article on Shadow IT (page 30). Rob Stroud agrees in his column on page 40: "Now more than ever before we need to be close to the business, understand the relevance and value of outcomes to the business and be prepared for customers to change their mind."

The challenges for service management in the BYOD era are greater than ever, but so are the opportunities. I hope you find something in this issue of ServiceTalk that helps you to build a stronger relationship with your customers.

Mark Lillycrop
Marketing & Publications Manager

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WHAT IS THE NEXT HOT TOPIC?

The above question is one I'm asked on a number of occasions, and at our recent seminar it cropped up in at least four conversations during the course of the day. Fortunately at itSMF UK we do have a very good view and understanding of the market and we get the opportunity to see and hear about the emerging hot topics. But it got me thinking as to why people ask, and more importantly how relevant is the answer?

As a way of testing this, and possibly to answer the question, I thought I'd look at this year's conference agenda and more specifically the tracks for this event. This year we have six streams and I think they reflect the value that delegates draw from the programme. Of those six streams, one is dedicated to the emerging and future trends of IT Service Management (and broader in some instances). One of the remaining five focuses on people and making the most of them as your greatest assets, but the remaining four are squarely focused on how you can improve your current IT service delivery.

So what does that say? I think it clearly indicates that, while we need to keep an eye on the future, there is still plenty of work to be done getting the most out of what we currently do. That view is backed up by the number of people who attend events on topics such as problem management, service level management, major incident and many more. What we would call traditional or core ITSM topics are still essential because people can still improve the way they do them. While it's important that we have people in the industry keeping a laser eye on what the future holds, it does seem at the moment that the majority of people are focusing on the here and now.

Luckily the itSMF UK has the opportunity to help its members in both of these areas and I think the needs of our members are accurately reflected in the conference agenda. So if you are looking to improve the way in which you deliver ITSM or to get the most out of your teams, or even if you want to gaze into our crystal ball – then this year's conference is for you.

Undoubtedly the content of the conference is the most important reason to attend each year and - as mentioned above - this year's line-up is as good as ever. But if that's not enough to set you on your way to the Novotel London West on the 5th & 6th November, the second biggest reason to attend, so delegates tell us, is the networking opportunity. This is the largest conference for our industry in the UK and the opportunity to learn from others and simply to make connections that could be helpful (and in some instances a lot of fun) in the future is enormous. If these two reasons don't sway you, just read on and find out what more we have to offer at ITSM12.

If you are coming, or considering it, please remember to download the new ITSM12 app – available on both Apple and Android. The app is already attracting a lot of positive feedback. If you're a social media fan, make the most of the conference hashtag - #ITSM12 - and lastly make sure you check out the new itSMF UK member services that we'll be previewing at the event.

I look forward to seeing many of you at the Novotel in November.

Ben Clacy
Chief Executive

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LEARNING FROM THE OLYMPICS

The last three months have been very busy for me, not just because of itSMF UK business, but also because my wife and I were part of the Event Services Team (the 'face of the games'), for the rowing and canoeing at Eton Dorney in both the Olympic and Paralympic Games. This was a very exhausting role, getting up at 04:00 each morning for each of our shifts. However, it was also a very interesting and rewarding role.

So that 'games makers' were focussed on the right outcomes for the athletes and the spectators, we were provided with an acronym – **I DO ACT** – to ensure that we were:

- **I**nspirational: inspire others
- **D**istinctive: be visible and provide the personal touch
- **O**pen: be approachable and honest
- **A**lert: be aware of your surroundings and of peoples' needs
- **C**onsistent: welcome everyone as an individual
- **part of the T**eam: be part of the central team, but make your own mark

These messages were part of each training session and influenced the way that games makers acted throughout the games. Judging by the feedback and thanks that I have received both personally and through the media, it was a resounding success. I think that this is a lesson we can learn and apply to communication and behaviour in our everyday IT and service management roles and activities.

Aside from our 'Olympian' efforts during the last three months I have also attended a number of service management events:

- In June I presented at the APMG Best Management Practice Showcase at the Queen Elizabeth II Conference Centre in London. The presentation I delivered was around business value, its delivery and measurement. This event has traditionally had a project management focus, but this year's Showcase was the first to include service management on the agenda. It was good to gain visibility within a community outside of IT and service management.

- In July I attended our very enlightening 'Metrics and Reporting' seminar at the Think Tank Museum in Birmingham, where some entertaining and thought provoking presentations were provided by the speakers.

- The majority of August was spent focussing on my Olympic and Paralympic activities and service management took a bit of a back seat.

- In September I chaired an international

panel of service management experts for a discussion on 'Why is problem management badly implemented in so many organizations?'   This was quite a lively session enjoyed by over 600 participants. Also in September I attended a British Standards Institute (BSI) meeting on ISO/IEC 20000, where future plans and developments of the international service management standard were discussed.

During this period I also chaired a number of itSMF UK Management Board meetings and teleconferences. Much of the focus of these board meetings has been around the review and revision of the strategy and measurement of progress towards achieving strategic objectives. Key to the itSMF UK's revised strategy is its Vision:

 "To continue to be the premier community for leadership in IT service management within the UK and to contribute to the development and application of service management globally."

To achieve this objective and retain our premier position within the service management community over the next few years, we are focusing on the following areas.

We aim to:

- Increase the benefit and value delivered to our members
- Develop and manage active strategic partnerships with key organizations within the service management industry
- Co-operate more actively and more closely with other itSMF chapters.

A complete copy of the itSMF UK's strategy document can be downloaded from the itSMF UK website.

In order to focus on this vision and start measuring the progress of the activities against the strategy, it was decided to re-organize the Board and to focus board members on functional areas of responsibility as well as their Executive Sub-Committee (ESC) chair roles, as shown below:

Strategy	John Windebank
Governance/Ethics	Matthew Burrows
Member Engagement	Rosemary Gurney
Service Development	John Sowerby
Service Delivery	Dave Jones
Sales/Marketing	Don Page
International	Colin Rudd
Commercial	Colin Rudd
Finance	Alan Thompson

This should enable us all within the Board to align more with the strategy and business of itSMF UK and to focus on our key objective, the delivery of improved services and increased value to members.

To ensure that the focus on this key objective is maintained by all board members across all functional areas and ESCs, a new set of metrics and targets has been devised, agreed and put in place

Colin Rudd at the Olympics

to measure the success of the Board in delivering against the strategy. These metrics and targets are based on a balanced scorecard model:

Stakeholder
What must we do to enhance stakeholder perception?

Focus on member organisations

Be of clear value to organisations at all levels

Be an organisation that stakeholders want to engage with

Achieve a 'Trust' relationship established with itSMF International, key Chapters & key itSMF UK partners

Financial
What are our financial goals?

Achieve the financial plan

Grow the membership revenue

Grow membership profitability

Achieve demonstrable financial viability

Learning & Growth
How can we continue to improve and create value?

itSMF UK recognised as a thought leader (has an opinion that is in demand)

Recognise contribution to the ITSM industry by individuals and organisations

Service & Process Performance
What must we excel at?

Enjoyable Member experience

Management System Performance

Service Portfolio Performance

Business Ethics

Commercial rigour

Whilst all of this has been going on, discussions have continued between itSMF UK and itSMF International regarding the relationship and interfaces between the International Executive Board and national chapters. itSMF UK has been working with all the interested parties to help develop a better and more effective structure for the itSMF movement as a whole. This is in preparation for the International Annual General Meeting of itSMF chapters, to be held in Stockholm next month, where hopefully more progress and agreements will be reached. I will provide more information on this area in my next update.

Colin Rudd
Chairman, itSMF UK

LANDESK SURVEY REVEALS JUST 20% OF IT SERVICE DESKS CAN MANAGE EMPLOYEE MOBILE DEVICES

New research by LANDesk Software reveals that, while employee use of smart mobile devices such as smartphones and tablets for work is widespread, only half of service desk managers can manage the use of company-owned devices, and this falls to around 20% when personal devices are considered. The research, which surveyed 200 IT professionals in the UK between May and July 2012, found that 80% of companies issue smart devices to employees and 60% are aware that personal devices access the company network.

When it comes to ability to manage such devices, 47% are able to tell what company-owned devices connect to their network and a similar number have a strategy or policy governing their use. When personal devices are also considered, the ability to see them on the network remains relatively high at 43%, but only 23% have a strategy or policy governing their use.

"I don't think anyone will be surprised that companies have made so much progress in introducing smart devices into the workplace. What may be a shock, especially for anyone who understands what keeps IT management awake at night, is that IT departments have not been equipped by their organizations to manage this explosion," said Andy Baldin, Vice President EMEA at LANDesk.

FOX IT: MANAGEMENT BUY-OUT

Fox IT Limited, the leading independent UK-based IT Service Management specialist, has been the subject of a full and exclusive management buy-out with effect from 24th August, 2012. The current management team of Andrew Gray (Finance Director), Mike Darkens (Consulting Director) and Ashley Bassett (Sales Director) have purchased in full the shares from the parent company, Fox IT Holdings Limited (previously 365iT Plc), and will form the new board and operational directorship of the business.

Since 1981, Fox IT (formerly Ultracomp) has assisted over 500 organizations and 200,000 individuals on their journey to transform IT services, says the company. The management buy-out facilitates a strengthening of Fox IT's core business focus and portfolio in supporting organizations through all phases of their continual service improvement journey.

Ashley Bassett commented: "I believe this is great news for our clients, employees and the ITSM industry. We're genuinely excited and confident that this buy-out provides the opportunity for Fox IT to continue being the partner of choice for service improvement and transformation programmes."
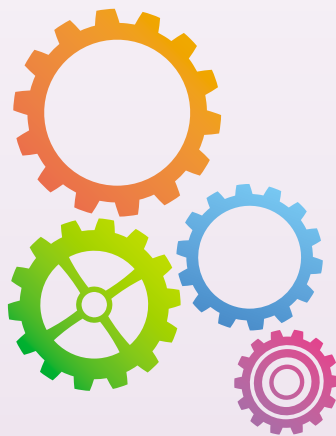
GOCOMPARE.COM CHOOSES CHERWELL ITSM AND CRMWORKS TO DELIVER ITIL-BASED SOLUTION

Online comparison site Gocompare.com has chosen to deploy Cherwell IT Service Management to help maximize efficiencies within the IT business. This investment forms the foundation of the organization's strategy for a transparent and results-driven IT infrastructure that has the flexibility to meet its needs now and in the future. CRMworks Ltd, a leading implementer of ITIL-based solutions, has been commissioned by Gocompare.com to deploy Cherwell to underpin its service management strategy and enhance processes and procedures. With more than 15 years' experience, CRMworks plans to deliver a phased solution that will help Gocompare.com to reach its goal of becoming a world-class IT organization.

Commenting on the project, David Knowles, Managing Director of CRMworks said, "We are delighted to be working with Gocompare.com and are thrilled that they have chosen to work with Cherwell, as it is the ideal platform on which to build any business workflow. Its open API also means that it will integrate with existing technologies to provide a 'joined up' view of an organization that is vital to the decision making process, especially in a price-sensitive market."

MARVAL ANNOUNCES THE LAUNCH OF MSM V12.5 IT SERVICE MANAGEMENT SOFTWARE

ITSM specialist Marval Software has announced the release of MSM v12.5 integrated software which it believes out performs any 100% web-based ITSM software on speed, functionality and scalability.

MSM v12.5 contains over 20 major functional improvements, says the vendor. Highlights include:

- **New cutting-edge request modelling –** intuitive, easily configurable business logic with no scripting, coding or professional services required.

- **Simplified self-service web page design –** customers can quickly create their own self-service pages supporting their service portfolio. A menu-driven approach ensures no coding or programming knowledge is required.

- **New major incident command and control function –** complementing the advanced service level management and tracking functions within MSM, this functionality provides pre-determined, timed communication updates for stakeholders to review progress during the lifecycle of a major incident.

MSM v12.5, ITIL process compliant software, delivers a combination of ITSM process automation, continual service improvement, functionality, flexibility and scalability with powerful business analytics. It can be exploited in any organization and department requiring service and support, including IT, shared services, HR, fleet, facilities and financial services.

HORNBILL RECOGNIZED AS A 'CHAMPION' IN MID-MARKET SERVICE DESK SOFTWARE

Hornbill, a leading enterprise service management solution provider, has announced that it has been listed as a 'champion' in Info-Tech Research Group's Mid-Market Service Desk Software Vendor Landscape.

Welcoming the report, Frank McIlroy, CEO of Hornbill Service Management, said, "This recognition of our mid-market achievement underlines Hornbill's commitment to offering every customer, of whatever size and ITSM maturity, the same award-winning technology that supports global brands and government organizations around the world."

Hornbill's Supportworks ITSM Enterprise was the solution evaluated. Supportworks

ITSM Enterprise service desk software is a comprehensive ITIL-compatible application with fully-integrated processes and templates that satisfy most IT service management requirements out-of-the-box. Process automation, flexibility, and ease of use ensure the shortest time to value and most rapid adoption of best practice.

For this study, Info-Tech Research Group evaluated nine competitors in the service desk market, determining that "Hornbill offers full functionality with streamlined ease-of-use", and citing technician and end-user convenience as an additional differentiator.

SERVICENOW HELPS IMPERIAL COLLEGE LONDON AUTOMATE SERVICE DELIVERY

ServiceNow, a leading provider of cloud-based services to automate enterprise IT operations, has announced that Imperial College London has selected its service automation product to provide an enhanced level of service and support to the students and faculty of the College. The decision supports the Imperial ICT division's mission to be a leader in the use of advanced technologies that promote world-class research and education. ServiceNow replaces a legacy system the College had outgrown.

Consistently rated amongst the world's best universities, Imperial College London attracts 14,000 students and employs 6,000 staff with a dynamic and enterprising culture that creates an expectation for the best in everything from the classroom to the information technology.

The College's ICT division is working to deliver intuitive self-service capabilities that give students multiple options through which they can engage College support services. ServiceNow will provide a modern support experience for the College through a more social approach to service catalogue, service delivery and end-user engagement.

Kevin Tumulty, ServiceNow VP of EMEA, said, "We are privileged to help some of the most prestigious and forward-thinking organizations in the world automate service delivery to transform IT and the business. We relish the prospect of facilitating this impressive project at Imperial College London."

WENDIA LAUNCHES ONLINE POB EASYLEARN SYSTEM FOR POPULAR SERVICE MANAGEMENT SOLUTION

Wendia, an innovative leader in IT service management, has unveiled the online POB easyLearn system for its POB (Point of Business) service management software. POB is a popular cloud, on-premise or hybrid platform solution that provides both small and large organizations with technology that embodies 20-plus years of experience and six generations of best-in-class service management and ITIL support, says the vendor.

The new POB easyLearn system delivers the company's vast knowledgebase of product content through a state-of-the-art interface. A browser-based "learning window" appears through a controlled or self-paced mechanism to provide IT teams and end users with custom-fit "learning recipes" and "snacks" of the precise information, tips and knowledge-testing questions they need to learn the POB system at record speed. POB easyLearn also helps companies to use POB with maximum efficiency after the software is fully deployed.

LANDESK RECOGNIZED IN NEW MAGIC QUADRANT FOR IT SERVICE SUPPORT MANAGEMENT TOOLS

LANDesk Software, a global leader in integrated systems lifecycle management, endpoint security, enterprise mobility, and IT service management, has announced that its Service Desk product has been recognized in the new Gartner Magic Quadrant for IT Service Support Management (ITSSM) Tools.

Gartner created the new IT Service Support Management report after retiring the IT Service Desk Magic Quadrant in 2011. The ITSSM Magic Quadrant addresses what Gartner considers to be an emerging market for ITSSM tools, including IT help desk, service desk and comprehensive ITSSM solutions. LANDesk Service Desk enables IT to deliver support services to employees and customers by combining ITIL-verified, process-driven incident, problem, release, change and configuration management and more in a single touch point. Using LANDesk Service Desk, says the vendor, IT organizations can see benefits such as increased automation of processes, enhanced decision making through better reporting tools, faster incident logging, and reduced costs while still meeting required service levels and more.

CITRIX BUYS CLOUD-BASED SERVICE MANAGEMENT FIRM BEETIL

Citrix has acquired service management platform firm Beetil for an undisclosed sum. It bought the privately-held company to expand the capabilities of its cloud-based support product, Citrix GoToAssist, with the addition of an integrated IT service desk solution. The deal means Citrix will be able to offer support professionals a set of cloud-based services from a single platform for remote support, monitoring and service desk management.

Beetil's platform is based on the ITIL framework and provides customer support through incident, problem, knowledge, change, configuration and release management.

Brett Caine, senior vice president and general manager for online services at Citrix, said the firm would be a "natural complement to Citrix cloud-based IT support tools. The design is elegant, simple and meets the needs of technicians and end users alike. This acquisition reinforces our commitment to meeting the growing demand of our customers and the market for a simpler and integrated approach to IT support," he added.

1 IN 5 IT STAFF HAVE ACCESSED EXECUTIVES' CONFIDENTIAL DATA

IT professionals are allowed to roam around corporate networks unchecked, according to a survey of more than 450 IT professionals released today by Lieberman Software Corporation. It found that 39% of IT staff can get unauthorized access to their organization's most sensitive information – including the CEO's private documents – and one in five has already accessed data they shouldn't.

68% of respondents believe that, as an IT professional, they have more access to sensitive information than colleagues in other departments such as HR, finance and the executive team - leaving companies wide open to data breaches from the inside.

The study found that, if they thought their job was at risk, 11% of respondents would abuse their administrative rights to snoop around the network to seek out the redundancy list and other sensitive information. In fact, if laid off tomorrow, 11% would be in a position to take sensitive information with them. Worryingly, nearly a third confirmed that their management does not know how to stop them.

Commenting on this research Philip Lieberman, president and CEO of Lieberman Software, said "Many organizations rely on their IT departments to keep them safe but all too often the reality is that powerful privileged account credentials are being abused."

ASL BISL FOUNDATION FORMS COALITION FOR INFORMATION MANAGEMENT

The not-for-profit ASL BiSL Foundation is forming an Information Management (IM) Coalition to help put IM on the IT service management landscape. The first organizations to join the coalition are itSMF USA, APMG-International, Capgemini Academy, Quint Wellington Redwood, Van Haren Publishing and GamingWorks.

The IM Coalition's members are concerned that organizations are not getting value out of the information they hold, despite implementing best practice methodologies and tools. The Coalition will promote and support organizations so they can manage information as a strategic asset.

Mark Smalley, 'IT Paradigmologist' at the ASL BiSL Foundation, believes IM is the weakest link in the IT value chain: "Only when the business equips itself to deal with IT and IT leaves its ivory tower and truly engages with the business, will they – together – make significant progress. Information management is the key that unlocks the value of IT," he says.

In order to manage information effectively, roles and responsibilities in the business have to be defined, processes at operational, management and strategic levels have to be implemented and a trustworthy relationship between business and IT has to be developed.

The Coalition is now inviting new members to join. Please contact Lucille van der Hagen at the ASL BiSL Foundation for more information.

FARM CREDIT SERVICES OF AMERICA SELECTS ICCM SOLUTIONS

Farm Credit Services of America (FCSAmerica), a financial cooperative with more than $17 billion in assets, has selected ICCM Solutions for its IT service management processes and technology, enabling enhancements related to business processes and the customer experience.

Implementing the ICCM solution will enable FCSAmerica's IT services to be clearly defined to the business and allow on-going support data about those services to be captured into integrated, repeatable process workflows. This information can then be turned into knowledge that enables consistent responses and solutions to customers. Process metrics will enable informed decisions for on-going improvements to service offerings.

Jane Leahy, director of technical support at FCSAmerica, says, "Over the past 18 months we have been working on a strategy to enhance and integrate our IT service management processes in order to enhance the customer experience and provide easier processes for our employees and functional teams. We chose the ICCM solution to provide us with an intuitive means to capture, integrate and share information needed by our IT and business teams to support our customers and their needs."

ITSM12 – WILL YOU BE THERE?

itSMF UK's Annual Conference and Exhibition, ITSM12, takes place on 5th-6th November at the Novotel London West. It's the biggest gathering of service managers in Europe, and the place to catch up with old colleagues and make new contacts. For more information, visit www.itsmf.co.uk/Conference2012 or turn to the special Conference section which starts on page 16.

Remember to download the free smartphone app, which gives you full information about the speakers, exhibitors, sponsors, awards and venue - a complete guide to this year's Conference in your pocket.

And why not link up with other Conference attendees in advance on Twitter? It's a great way to find out who will be there and what they will be discussing. The hashtag is #ITSM12

ITSMF UK ANNUAL GENERAL MEETING
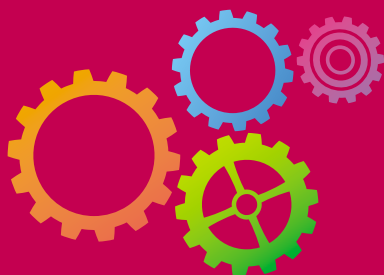
In accordance with the Articles of Association and the current rules of the organization, itSMF Limited (itSMF UK) is required to hold an Annual General Meeting (AGM) and to elect new members of its Management Board. This AGM is due to take place during the itSMF UK Conference on Tuesday 6th December 2012 at the Novotel London West, Hammersmith. The meeting starts at 13:30 in the Bouzy Room.

The positions that will become available this year are:
• Finance Director
• International Director
• Chair, People & Education Committee
• Chair, Certification & Standards Committee

The elections will be conducted by ballot over the coming weeks, with the results announced at the AGM.

For more information about voting by proxy, by post or in person, please visit the website at www.itsmf.co.uk or contact Sarah Nieto, Company Secretary (sarah.nieto@itsmf.co.uk).

NEW MEMBERS

A warm welcome to the following members, who joined us during the third quarter of 2012.

INDIVIDUAL

- **Aggregate Industries** (Jaymin Patel)
- **Aggregate Industries** (Rich Smith)
- **Baker Hughes** (Euan Cameron)
- **Bausch & Lomb** (Marcus Alexander)
- **Boehringer Ingelheim** (Leigh Evans)
- **BSM Impact Limited** (Julian Browning)
- **Comptonhall Limited** (Keith Aldis)
- **Consult CRM Ltd** (John Mahoney)
- **East Sussex County Council** (Steven Maskell)
- **Foster and Partners** (Kashif Ghafoor)
- **IDBS** (Adam Paton)
- **ITiling** (Ingrid Stone)
- **Lebanese American University** (Hady Tanissa)
- **Linklaters** (Alex Stubbs)
- **Mid-Counties Co-operative** (Sheridan Hindle)
- **MoD** (Keith Dixon)
- **MWR InfoSecurity** (Christina Randell)
- **Network Housing Group** (Mark Woosey)
- **Nina Kaye Ltd** (Nirmla Kanda)
- **Northumbria University** (Alexandra Erskine)
- **North West Ambulance Service** (Kate Cushion)
- **Olorin Services Ltd** (Steve Manders)
- **Punch Taverns** (John King)
- **Sohar Aluminium LLC** (Thomas Lenzen)
- **Teleperformance UK** (Justin Stevens)

- **UK General Insurance Group** (Malcolm Queen)
- **Ultra Electronics - CIS and Sonar Systems** (Predeep Janabalan)
- **vItd Consulting Services** (Gabriel Oluseyi Okanlawon)
- **Warner Bros** (Prab Bahth)
- **WTG** (Sevgi Hassan)
- **Zurich Insurance Company** (Lloyd Smith)

COMPANY 5

- **EUI Ltd** (Richard Pearsall)
- **PZ Cussons** (Helen Bett)
- **Russell Investments** (Sean Findley)
- **Thomas Cook** (Clare Mapes)
- **Vodafone group** (Ceri Picton Tully)

COMPANY 10

- **Capita Registrars Ltd** (Stuart Jones)
- **Dairy Crest Limited** (Nina Pink)
- **Infosys Ltd** (Vikas Singhai)
- **Quicksilva Limited** (Tracy Nash)

COMPANY 25

- **hibu** (Ian Hugill)
- **TNT Express ICS** (Simon Ball)

STUDENT

- **Birkbeck, University of London** (Pattison Gbormittah)
- **P&O Global Technologies** (YingKeat Lau)

FORTHCOMING SEMINARS AND REGIONAL MEETINGS, 2012

SEMINARS

- **Business and Service Continuity & Major Incident Management** – Bletchley Park, 5th December
  See back cover for further details.

REGIONALS AND FREE MEMBERS EVENTS

- **London & South East Region** – Rackspace, Hayes, 26th November
- **North Region** – NHS Blood & Transplant, 13th December
  Full information on next year's regional and SIG meetings will be announced soon. We are always looking for new venues – if you are interested in hosting a meeting in 2013, please contact **lucie.james@itsmf.co.uk**

SEMINARS AND FORUMS FOR 2013 – PROVISIONAL DATES

Check out the itSMF UK website for the latest information on next year's events.

- **ITSM software tools forum** – Radisson Blu Hotel, London, 25 January 2013
- **Problem management** – Radisson Blu Hotel, Edinburgh, 20 February 2013
- **Transition management - getting it right first time** - Arsenal FC, London, 21 March 2012
- **Knowledge & information** – Queen's Hotel, Leeds, 22 May 2013
- **Risk, security & governance** – Midland Hotel, Manchester, 18 June 2013
- **Sourcing & supplier management** – Hyatt Regency Hotel, Birmingham, 18 September 2013
- **Preparing your organization for the future** – TBC, 4 December 2013

letter to the editor

DEAR MARK

It was with great pleasure that my article 'ITIL never happen' made the cover story of the Summer issue of Service Talk. The article focussed on the learning messages that arose from a panel debate I hosted at the Service Desk and IT Support Show in London. I made mention of the fantastic panel that that contributed to a successful debate on the issues around service management implementations. Unwittingly I failed to recognise my employer at the time and the fantastic people at Sysop Ltd, where I was part of the team for nearly four years as Head of Service Management.

Please kindly extend my apologies and thanks to the Founder and Managing Director of Sysop, Stuart Sawle, who has been a great mentor, a great boss and above all a great friend.

I'd like to say thank you itSMF UK for publishing my article and thank you to Stuart both for his support during my role at Sysop and also with my decision to make a new 'service management life' in Perth, Western Australia.

Yours sincerely,

Michelle Major-Goldsmith
Kinetic IT
The Esplanade
Perth
AUSTRALIA

IF YOU HAVE ANY COMMENTS TO MAKE OR VIEWS TO EXPRESS REGARDING THE CONTENT OF SERVICETALK THAT YOU WOULD LIKE TO SEE INCLUDED ON THIS PAGE, PLEASE EMAIL THEM TO MARK.LILLYCROP@ITSMF.CO.UK, MARKED LETTER TO THE EDITOR.

BRINGING THE SERVICE DESK AND SLM TOGTHER

TONY PRICE FROM HP REPORTS ON OUR SEPTEMBER SEMINAR AT THE MUSEUM OF SCIENCE & INDUSTRY IN MANCHESTER.

The day of our Service Desk and Service Level Management seminar started with a massive challenge. Roads to the South, East and West of Manchester all had major accidents and on top of that some localized flooding resulted in train disruptions. Despite the challenges the event went ahead with the majority of scheduled attendees managing to overcome the disruptions.

The day was kicked off by Ben Clacy, Chief Executive of the itSMF UK. Ben introduced some new technology that was being trialed on the day. This enabled real-time polls to be performed using mobile devices via text (SMS), Twitter, and traditional web site access. The audience agreed that the technology worked well and that the trial was a success. So something you may expect to see more of at future itSMF UK events!

The first speakers were David Papworth (HP) and Greg Stonehouse (Nottingham Trent University). The presentation focused on a very practical view of how the University approached the development of their Service Catalogue and SLAs. The open and honest presentation style set the bar for the event as it stimulated great discussion throughout the day and sharing of experience. Greg emphasized the importance of a 'promise' and delivering to that promise.

Karen Brusch (CGI ISMC UK), chair of the itSMF UK Service Level Management Special Interest Group, then took us through the lifecycle of the business relationship manager and service level manager, giving some great insights into the latest developments in this area.

Karen then handed over to Craig Whytock (Axios) who gave a whistle stop tour of 'building a social service desk', showing both a live demo and emphasizing the importance of social media as part of a service management solution. This was a topic that the audience felt should be explored more at future events.

After what can only be described as the best buffet lunch I have ever had at a conference (well done the Museum of Science and Industry), Chris Roberts gave a general ITSMF UK update. The one thing that really stood out for me was the new ITSM12 app for Android and iPhone, covering the Conference in November. I now have it on my mobile device and have to say, it's really good and I would encourage you to get (it's free of course).

The stage was then handed over to Don Page (Marval). Don had kindly stepped in at very late notice to cover for a speaker who could not attend due to business pressures, and he gave an excellent presentation. Initially Don simplified the theme 'What is IT Service Management?' for the people who were new to the subject (about 20% of the audience), and then moved on to a very thought-provoking session around KPIs and how Marval had used them and ISO/IEC 20000 to drive better business outcomes.

The day concluded with an uplifting presentation from Di Finn (BT Global Services) who spoke about how BT have moved to true global use of ITIL and how their service desks delivered excellence while the world was watching - i.e. during the Olympic Games. A short clip of some of the fantastic memories of the Olympics

helped to end the day on a high note but most importantly demonstrated the importance of IT Service Management in BT, and how it was key to their success during a period when basically nothing was allowed to fail.

Just before we departed the torrential rain stopped and the sun came out, allowing everyone to head off home in a much less stressful way than at the start of the seminar! Reflecting on the day during my journey home, I am pleased to say the day was informative and very worthwhile. It was great to meet up with some old friends but - importantly to me - nearly 50% of the audience were new attendees and had not been to an itSMF UK event before; so hopefully they too found the day beneficial and will return again in the near future.

Tony Price is Worldwide Lead for Strategic and Transformational Consulting at HP

COLIN RUDD
Chairman

Colin started in the IT industry in the late 1960s as a programmer/analyst in the aircraft industry. Moving to ICL in the 1970s, he specialized in mainframe and network capacity and performance measurement, before becoming a network consultant in the '80s. Developing an interest in network service management in the 1990s, he became heavily involved in ITSM, authoring numerous ITIL and service management books, articles and white papers since ITIL version 1. He was a mentor to the ITIL 2011 authoring team.

An inspirational keynote presenter at conferences and seminars all over the world, he has contributed to the development of the ISO/IEC 20000 standard and certification systems, working on both ISO and BSI committees. He is also a senior examiner and lead assessor for ITIL and ISO/IEC 20000 qualifications, a former president of the Institute of Service Management, and has served on the SFIA Council. He currently works as a service management consultant, coach and mentor to many leading national and international organizations

JOHN WINDEBANK
Vice Chairman

John is Principal Solution Architect at Oracle Corporation. He has worked in 'service provider' roles in IT for close on 30 years, focusing on roles that enable clients to achieve the right 'real world' blend of leading IT and business best practices in IT service, programme and project management to deliver real, measurable business benefits.

Formerly Publications ESC Chair and International Director of itSMF UK and a founder member of the Sustainable IT Special Interest Group (reflecting his keen interest in 'green' IT service management issues), John's specialities include ITIL Service Strategy and Design, IT outsourcing and commercial management, IT external service provider management, programme and project management (inc. PRINCE2), and project-to-service-management and IT-to-business interfaces.

ALAN THOMSON
Finance Director

Alan qualified as a Chartered Accountant in 1979. He developed an interest in travelling soon after and spent over three years in the Middle East, operating in UAE, Oman and Bahrain before returning to the UK. He has worked in consultancy, IT service, IT software and outsourcing along with a number of other sectors while working as an interim manager. He has spent time overseeing and working in accounting functions both large and small and has been involved in reorganizations and mergers many times. He has held the position of non-executive Finance Director at itSMF UK for five years.

MATTHEW BURROWS
Chair, People & Education ESC

Matthew Burrows specializes in service management and transformation. His responsibilities on the itSMF UK Management Board include that of Chair for the People and Education Committee. He is a member of the SFIA Council and the Global priSM Institute Advisory Committee. An acknowledged best practice expert and thought leadership contributor, Matthew is Managing Director and an active consultant/practitioner at BSM impact Limited, working with organizations to deliver successful transformation and

MEET THE MANAGEMENT BOARD!

The itSMF UK Management Board sets the strategy and direction for itSMF UK, and oversees the running of the organization in conjunction with CEO Ben Clacy. Here we introduce you to the member volunteers who make up this distinguished body.

maximize the value of a business service management approach.

JOHN SOWERBY
Chair, Publications ESC

John is the Head of Solution Support for DP DHL IT Services, leading a team of over 500 IT professionals, based in Prague and Kuala Lumpur, responsible for providing application support services.

John started his career in IT in UK Local Government, and in 1995 he joined DHL as a Unix/Informix Admin. Over the last 17 years he has led teams of varying sizes in America, Europe and Asia with responsibility for application support and development, project and programme management, IT strategy and governance,

and service management. During that time he has lived and worked in London, Kuala Lumpur, Paris, Prague, Arizona and Bonn.

Since 2006 John has been involved in continual improvement in service management as

- a contributor and member of international QA for ITIL v3
- a contributing author to the Foundation Handbook and the OSA and PPO Capability Handbooks
- a member of BSI IT Service Management Committee (IST/15/-/8)
- a participant in the development of ISO/IEC 20000-1:2011

…and, since November 2011, the Chair of the itSMF UK PESC.

DAVE JONES
Chair, Certification & Standards ESC

For the past 42 years Dave has been involved in the IT industry, the last 20 of those being focused specifically on the development of the IT Service Management (ITSM) industry across the UK and Europe. An enthusiastic and passionate advocate for effective ITSM, he is also an established consultant, lecturer, speaker and presenter. Throughout his career Dave has been responsible for strategic and executive consultancy at customer sites, including advising on education programmes, operating at executive and

senior management level in order to develop awareness of service management principles.

Dave has delivered ITSM education at all levels (ITIL Managers, Practitioner, Foundation-level certified courses and bespoke courses) to several thousand delegates as an accredited first lecturer. A strong advocate of structured learning, he also recognises the great benefit that real world experiences can bring into the classroom.

As well as being Chair of the Certification & Standards ESC, Dave has also served on the senior examiner panel for APM and as an ISEB examiner. Dave was one of the team who developed V3 materials for ISEB to allow them to license the materials to ATOs.

ROSEMARY GURNEY
Chair, Member Services ESC

After many years of being a customer of IT services, Rosemary stopped banging her head against the brick wall of internal service improvement and took the external view. After achieving her v2 Managers certificate in IT Service Management in 2001, she became an accredited ITIL trainer in 2003 and in the intervening years undertook a number of assignments in the UK, Europe and the Middle East.

Rosemary joined Global Knowledge in January 2011 and teaches the full suite

of ITIL core qualifications, Change and Problem Analyst and Service Catalogue qualifications, and the Service Desk Analyst and Service Desk Manager courses from the Service Desk Institute (for which she is also an examiner). She is also an auditor for the SDC Programme and Senior Examiner responsible for the design and development of the ITIL Foundation syllabus and examinations.

In addition to her current itSMF UK Management Board role, she has been chair of the itSMF UK and International Qualifications Committees, and was Interim CEO of itSMF UK for five months in 2011.

DON PAGE
Chair, Events ESC

Don is CEO of the Marval Group. He is a passionate advocate of ITSM, and as a seasoned practitioner he has been responsible for the design and implementation of some of Europe's largest IT service & support operations, in both the public and private sectors.

His thought leadership, straight talking and pragmatic approach have made him a renowned and respected industry figure.

Don has been responsible for co-authoring several major IT service management publications and standards, including:

- ITIL version 2
- ISO/IEC 20000
- BS15000
- The World's first MSc in IT Service Management
- Service Desk Institute (SDI) best practice standards.

In recognition of his commitment and service to the industry, Don received the prestigious Award for Outstanding Contribution to ITSM.

ITSM 12
DELIVERING BUSINESS VALUE

itSMF UK celebrates 21 years of service management knowledge and vision with its biggest and best conference to date at the Novotel London Hammersmith on 5th-6th November. Last year the event attracted 930 delegates, speakers, sponsors and exhibitors, including many from oversees chapters, and we're gearing up for an even bigger audience this year!

This year's event includes our celebrated ITSM industry exhibition and an extensive programme of presentations drawing speakers from the user, consultant and vendor communities. Highlights include:

- sessions from all our special interest groups
- a series of presentations focusing specifically on problem management issues
- experience-based sessions from user organizations such as Tesco Bank, The Co-operative Bank, Oxford University Press, DHL, Everything Everywhere, GCHQ, London Borough of Merton and NYSE Euronext.

As always, the Monday evening will be devoted to our industry awards dinner, a great opportunity to celebrate the achievements of our very best service managers, project team members, trainers, students, and contributors.

To find out more, visit **www.itsmf.co.uk/Conference2012**, look out for our new ITSM12 smartphone app, or turn the page to browse the full agenda.

VISIONARY KEYNOTE

SIMON WARDLEY

This year's Conference keynote presenter is Simon Wardley, a visionary speaker with a special focus on IT strategy and new technologies. Simon has spent the last 15 years defining future directions for companies in the FMCG, retail and IT industries. A 'geneticist with a love of mathematics and a fascination with economics', he was recently voted one of the UK's top 50 most influential people in IT by Computer Weekly readers.

AWARDS DINNER SPEAKER

DAVE GUNSON

One of the UK's funniest after-dinner speakers, Dave Gunson flew Shackletons in RAF Coastal Command for twelve years before becoming an air-traffic controller, a role in which he used to say, "My aim is to stick at it until I get it right!" The winner of the Benedictine After-Dinner Speaker of the Year Award, Dave brought the house down at itSMF UK's very first conference, and we expect him to do the same again this year!

AND ANNOUNCING...
CLOSING KEYNOTE

SARAH WINMILL

Sarah Winmill, Director of IT for Support Services at University College London, brings her entertaining and informative style to the closing keynote session. During a varied career she has worked for some of the UK's most iconic arts heritage organizations, delivering networked IT services to historic royal palaces and providing strategic ICT leadership at the Royal Academy of Arts and Victoria and Albert Museum.

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The IT Service Management Forum

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- Contributor of the Year and Paul Rappaport Award

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- UKCMG
- Versadev

www.itsmf.co.uk/Conference2012

12 ITSM
DELIVERING BUSINESS VALUE

THE ITSMF UK CONFERENCE: 21 YEARS OF SERVICE MANAGEMENT KNOWLEDGE & VISION

17:30 – 19:30	**SUNDAY 4th NOVEMBER 2012** - Registration Open
19:00	**Welcome Drinks, Informal Buffet Dinner and Light Entertainment**

	MONDAY 5th NOVEMBER 2012					
09.15 – 09.45	**Conference Opening** and 'How to get the most out of your Conference' – Champagne Suite					
09.45 – 10.25	**Conference Opening Keynote,** Simon Wardley – Champagne Suite					
10.25 – 10.45	**Break** - Exhibition Hall					
	Delivering Service Management today How to deliver today's best practice in ITSM			**Member showcase** itSMF UK's Special Interest Groups & leading members' work in taking ITSM forward	**IT(SM) into the future** Next generation ITSM and emerging areas	**Building your greatest assets** Your people, soft skills and how to get the most out of them
ROOM	**Real world learning** Stories from members on their ITSM experiences Bourgogne	**Core ITSM** Doing the main ITSM disciplines Cognac	**Interactive & practitioner driven** Learning through interaction & practitioner led sessions Epernay	Bouzy	Reims	Chalon
Session 1 10.45 – 11.25	**Global to Local – Continual Improvement in the Real World** Tony Brough & Chris Morgan, DHL	**Knowledge Management Best Practices within Service Management: A KCSSM Overview** Rick Joslin, Knowledge Management	**Achieving Success 'Despite' Major Organisational Change** Ian Martin and Sandra Liddle Everything Everywhere	**SLM SIG**	**The Need for Service Integration** Steve Morgan, KPMG	**360 Degree Service** Jo Johns, Jo Johns Education Teamwork
Session 2 11.35 – 12.15	**Clear Skies Ahead! Optimising Symantec.cloud Services** Karen Falconer Symantec	**Do You Have Core Strength? (In Incident and Change)** Brian Crighton, Tesco Bank	**itSMF UK Service Champion of the Year 2011** Angela Wint London Borough of Merton	**SPONSOR Service Catalog - Hints, Tips and Advice** Brian Kerr Axios Systems	**Leveraging ITIL to Industrialise End to End IT Services** Theresa Wright, Computacenter	**SPONSOR ServiceNow/ Devoteam**
12.15 – 13.30	**Lunch & Expo** - Exhibition Hall					
13.30 – 14.30	**Interactive Plenary** (with voting keypads) - Champagne Suite					
14.40 – 15.30	**Project of the Year 2012 Finalist presentations** - Champagne Suite					
Session 3 15.40 – 16.20	**Business Continuity in Biometrics** Laura Jay, 3M Cogent/Police	**Let's Demonstrate Value - Not What IT Does** Barclay Rae, Independent	**Capacity Management and the Cloud** Danny Quilton & Andy Bolton, Capacitas	**CSI SIG What a Load of Balls!**	**iPads in Tube Lines** Jonathan Miller, Tubeline	**No-one Asked the Horse – the Unpredictability of People in Process** Martin Neville, Audit Commission
Session 4 16.40 – 17.20	**Agile ITSM** Roger Bennett & David Schultze, CLS Bank	**A Gardener's Guide to IT Service Management** Kathryn Howard, Visual Explanations	**Go Direct to the Root Cause – ITRCA the Solution?** John Hudson & Matt Fourie, Thinking Dimensions	**SERVICE TRANSITION SIG What's all the fuss about Change Evaluation?**	**What Service Integration, Boris Bikes, ITIL®, and the Romans Can Do to Address the Challenges of Service Managing Cloud Services** Kevin Holland, Independent	**Like, Connect and Communicate - Harnessing the Power of Social Media for Service Management** Shaju Lal Kurup, Infosys Social Media
17.20 – 18.00	**Informal drinks reception** - Exhibition Hall					
19.30	**Pre-dinner drinks** - Champagne Suite					
20.00	**Awards Dinner,** Hosted by Dave Gunson - Champagne Suite					

itSMF UK
The IT Service Management Forum

TUESDAY 6th NOVEMBER 2012						
ROOM	**Delivering Service Management today** How to deliver today's best practice in ITSM			**Member showcase** itSMF UK Special Interest Groups & Sponsors bringing together shared experience	**IT(SM) into the future** Next generation ITSM and emerging areas	**Building your greatest assets** Your people, soft skills and how to get the most out of them
	Real world learning Stories from members on their ITSM experiences	**Core ITSM** Doing the main ITSM disciplines	**Interactive & practitioner driven** Learning through interaction & practitioner led sessions			
	Bourgogne	Cognac	Epernay	Bouzy	Reims	Chalon
Session 1 09.30 – 10.10	**The Road to Cloud Services - An ING Case Study** Corjan Bast, ITpreneurs	**Mapping the Future: The Road to Business-Driven IT** Lou Hunnebeck, Third Sky	**Grab@Pizza - A Business & IT Alignment Experience** Jan Schilt, GamingWorks Experiential Learning	**PROBLEM MANAGEMENT SIG** Problem Management - One size does not fit all Michael Hall, Deutsche Bank	**Unlearning ITIL** Aale Roos, Pohjoisviitta	**Process Ownership - A Prerequisite for Success** Mike Baker, FOX IT
Session 2 10.20 – 11.00	**Upgrading to ISO/IEC 20000 2011 certification at Oxford University Press** Karl Andrews & Lynda Cooper, Oxford University Press	**Is IT Worth the Risk** GCHQ		**SPONSOR 3** Benefits of Combining the use of ITIL and ISO/IEC 20000-1 - APMG research project Jenny Dugmore, Service Matters	**Gamification: What is it and How can it Help us Achieve More?** Adam Holtby, Ovum	**Are you Communicating Problems or Having Problems Communicating?** John Griffiths, FOX IT
11.00 – 11.30	**Break** - Exhibition Hall					
Session 3 11.30 – 12.10	**Assessment & Benchmarking Techniques as a Strategic Approach to drive CSI** Ian MacDonald, Co-Operative Banking Group (2 time submission of year Award winner)	**Is Problem Management Taken Seriously?** Adam Poppleton, BrightOak Consultancy	**Problem Management in Practice** Thomas Fejfer, CFN People	**SERVICE DESIGN SIG** Aligning Service Design with other Industry Processes Andy Bolton, Capacitas	**Reinvent IT Service Management and pre-empt Occupy IT** Mark Smalley ASL BiSL Foundation	**Service Management Professionalism - an Update on priSM** Christine Welsh Fujitsu Services UK & Ireland
Session 4 12.20 – 13.00	**Learn How to Fly - Jazz's ITIL Journey** Martha Wenc, Jazz Air	**Implementing the Mysterious Service Design Package (SDP)** Andy Birds, Co-Operative Bank	**SPONSOR**	**SPONSOR**	**Green IT Education** Stuart Sawle Sysop	**SFIA and the Mentoring Experience** Matthew Burrows, BSM impact, Gerry Wallner, BEA Services and Adam Poppleton, BrightOak Consultancy
13.00 – 14.30	**Lunch** - Exhibition Hall					
13.30 - 14.30	**itSMF UK AGM** - Bouzy					
Session 5 14.30 - 15.10	**Improving the Serious Incident Management Process at NYSE Euronext** Glen Ralph & Steve White, NYSE Euronext & Kepner Tregoe	**The Service Catalogue; Multiple Uses, Multiple Pitfalls, Easy Solutions** Vawns Guest & Peter Hubbard, Pink Elephant	**Implementing Problem Management - Tips and Techniques** Dennis Adams & Colin Shewry Dennis Adams Associates	**Optimise Your Business with a Capacity Management Information System (CMIS)** Rob Ford, Metron & David Chapman, Fujitsu	**Service Desk towards 2017 - and beyond?** Howard Kendall, SDI	**Join the Service Culture Club** Barry Corless, Global Knowledge
15.20 - 15.35	**Conference Review,** Don Page, itSMF UK Events ESC Chair					
15.35 - 16.20	**Conference Closing Keynote,** Sarah Winmill, University College London - Champagne Suite					
16.20 - 16.30	**Conference Close**					

SIX STEPS TO EFFECTIVE KNOWLEDGE MANAGEMENT

THE PURPOSE OF KNOWLEDGE MANAGEMENT, ARGUES STUART RANCE, IS NOT TO MANAGE DOCUMENTS BUT TO ENSURE THAT EACH PERSON HAS THE KNOWLEDGE THEY NEED, WHEN AND WHERE IT IS NEEDED. HERE HE OFFERS SIX STEPS TO GET YOU STARTED.

If people have the right knowledge at the right time, they can work more effectively and efficiently, make better decisions, and deliver higher quality services at lower costs. Many IT organizations that I have worked with don't have very effective knowledge management, so people make poor decisions, service quality is worse than it should be, and there never seem to be enough people to do the work.

When I ask IT managers what they think is the best way for them to get knowledge they need from another person, the suggestions they come up with are often wide-ranging and imaginative. If I ask these same people what tools and techniques they use for knowledge management, the answers are frequently limited and unimaginative.

Knowledge is not contained in documents and databases; the only knowledge that is of any value is the knowledge in someone's head that helps them make decisions and deliver services. We can use documents to help transmit this knowledge from one person to another, but the purpose of knowledge management is not to manage the documents, but to ensure that each person has the knowledge they need, when and where it is needed.

six steps to effective knowledge management

Implementing a comprehensive knowledge management process can involve a lot of work and cost, but it is possible to get quite a lot of value from some very simple ideas. Here are some practical steps you can take to help you get started with knowledge management:

1 Start with a list of the roles in your organization

You must have a clear understanding of how your organization creates value for your customers. Make sure you can answer these questions:

- What are the major activities and processes that take place?
- Who carries out each of these activities?
- Where are the decisions made?

This information is probably already available to you, as part of your organizational governance. If it isn't, then have a think about governance before you get started on knowledge management.

2 Identify activities that would benefit from improved knowledge

Start by prioritizing activities that:

- Use a lot of resources
- Have a major impact on services or customers
- Are not currently performed well due to a lack of knowledge

You can expand the scope of knowledge management to take in other activities later, but it is best to start with these high priority ones.

Look in some detail at how these activities are performed. Talk to the people actually doing the work and making the decisions and identify how knowledge supports them:

- What knowledge is available now?
- What knowledge could improve the activity?
- Does someone else in the organization have the knowledge that is needed?

This should result in a list of activities that could benefit from improved knowledge, and some idea of where that knowledge could be found.

3 Identify tools and techniques to help with knowledge transfer

There are many different tools and techniques that can be used to help get knowledge to the right place. Don't just think about creation, storage and management of documents, but identify all the different approaches you might use. Which of these is suitable will depend on your organization's culture and preferences, as well as on the type of knowledge you need to manage. Here is an initial list of things that you might want to include – but don't let my list constrain your imagination:

- Searchable document repository
- Knowledge base integrated into your service management toolset
- Mentoring and coaching
- Webinars and podcasts
- Discussion forums and social media platforms
- Instant messaging, email and phone calls to knowledgeable people
- Email or paper-based newsletters

When you have a comprehensive list of possible techniques you can consider which of them might be suitable for each of the activities and types of knowledge that you identified in the previous step.

4 Motivate people to share the knowledge that is needed

Most of the knowledge you need probably already exists within your organization, but you will need to motivate the people who have this knowledge to share with those who need to use it. How you do this will depend on the culture of your organization, and on the tools and techniques that you have selected.

You will probably want to identify a small number of knowledge management champions to model the behaviour you want, and to encourage other people. It can also be very effective to publish the names of people who make useful knowledge contributions, and to use gamification to provide reward and encouragement for the desired behaviours.

5 Motivate people to use the knowledge that has been shared

Remember that knowledge can only create value when it is used by someone to make decisions or deliver services. You need to think about how to incorporate the knowledge that is being created into the activities that you identified earlier.

You can use gamification to help encourage the required behaviours for use of knowledge, and you can integrate this with gamification for knowledge creation. You can use these techniques to identify and acknowledge the authors of the most reused pieces of knowledge, and the people who make the most use of shared knowledge. When you know what knowledge is being reused you can also use this to justify further investment in knowledge management and to plan future improvements.

6 Manage your knowledge to ensure it remains relevant and helpful

Don't forget that knowledge management isn't a one-off project; it has to include a change in the culture of your organization. This means applying all the management of change techniques that you would use for any other organizational change.

You need to constantly review the sources of knowledge, to ensure that they remain relevant and helpful, and purge anything that is out of date. If you are using gamification to identify most-used knowledge artefacts, then the same data can be used to identify unused knowledge that may be suitable for improvement or archiving.

Although you could make very large investments in a major knowledge management programme, you could also start quite small and follow these six steps to get you started. You can then use continual improvement techniques to expand the scope and coverage of your knowledge management until it meets the needs of your organization.

Stuart Rance is an IT Service Management expert at HP, a distinguished ITIL author, and a leading member of the itSMF UK Publications Committee.

COBIT 5
REACHES MATURITY WITH VERSION

KATE WINTER OF APMG DESCRIBES SOME OF THE KEY BENEFITS OF COBIT VERSION 5, AND OUTLINES A NEW QUALIFICATION SCHEME FOR THOSE WORKING WITH THE FRAMEWORK.

Growing regulatory and contractual requirements have prompted the increasing adoption of IT best practices. Areas such as privacy and financial reporting plus increasingly complex IT-related risks, including network security have led to a significant uptake in IT departments and enterprises, as a whole, considering and implementing best practices.

Implementing helpful practices can be costly and unfocused if the methods and tools are not applied in context. They are most useful when they are applied as a set of principles and as a starting point for tailoring specific procedures.

COBIT has been used as the control framework of choice for compliance and statutory audits such as Sarbanes Oxley. COBIT 5 is also the only business framework for the governance and management of enterprise IT. COBIT 5 provides an end-to-end framework that integrates the concepts of other frameworks and standards such as ITIL and ISO. ITIL deals more with the 'how' to deliver IT service management and can be mapped to the COBIT framework. It is complementary to COBIT.

About COBIT

COBIT was created by ISACA as an IT control framework for senior business managers, senior IT management and auditors. COBIT does not include steps and tasks. It is a control and management framework that focuses on what organizations have to do, not how they need to do it. It can be used at the highest level, providing an overall control framework based on an IT process model that is customizable to suit every organization. ITIL can be mapped to the COBIT framework, providing a hierarchy of guidance materials along with other received best practices.

Version 5 of COBIT moves the framework on significantly. The new version provides a more complete and detailed range of generic business and IT role players and charts for each management practice than the previous incarnation, COBIT 4.1. This allows for a better definition of role-player responsibilities and levels of involvement when designing and implementing processes. Since its launch in April 2012, COBIT 5 publications have been downloaded more than 70,000 times, indicating a clear need for the anticipated guidance.

COBIT 5 processes cover end-to-end business and IT activities, offering a full enterprise-level view. The holistic nature of the framework reflects the enterprise-wide nature of IT use. Moreover, the responsibilities and accountabilities of business stakeholders in the use of IT are explicit and transparent.

COBIT 5 is based on five principles that are generic and generally applicable:

- Principle 1: meeting stakeholder needs
- Principle 2: covering the enterprise end-to-end
- Principle 3: applying a single, integrated framework
- Principle 4: enabling a holistic approach
- Principle 5: separating governance from management

The COBIT 5 framework describes seven categories of enabler:

1 Principles, policies and frameworks are the vehicle to translate the desired behaviour into practical guidance for day-to-day management.

2 Processes describe an organized set of practices and activities to achieve certain objectives and produce a set of outputs in support of overall IT-related goals.

3 Organizational structures are the key decision-making entities in an enterprise.

4 Culture, ethics and behaviour of individuals and of the enterprise are very often underestimated as a success factor in governance and management activities.

5 Information is required for keeping the organization running and well governed, but at the operational level, information is very often the key product of the enterprise itself.

6 Services, infrastructure and applications include the infrastructure, technology and applications that provide the enterprise with information technology processing and services.

7 People, skills and competencies are required for successful completion of all activities, and for making correct decisions and taking corrective actions.

COBIT's updated process model includes alignment with ITIL 2011. COBIT should be used in conjunction with other best practices to obtain more detailed guidance in specific areas. It acts like an umbrella, providing the framework for everything else. It helps bring order to complex standards, regulations and frameworks.

COBIT 5 exams

APMG-International recently announced that it will work with ISACA to offer COBIT 5 accreditation. Four new COBIT 5 training courses will be available in 2012. As well as establishing the courses, APMG will also assess and accredit trainers and manage the examination process.

The COBIT 5 courses and expected availability dates include:

- Foundation Level Training
  November 2012
- Process Level Training
  December 2012
- Implementation Level Training
  January 2013
- Assessment Level Training
  January 2013

ISACA's own subject matter experts will be collaborating with APMG to create course syllabi, exam items and accreditation standards. ISACA will also continue to support COBIT 4.1.

For additional information on COBIT 5, including a free download of the COBIT 5 framework, visit www.isaca.org/cobit. For more details on COBIT training, visit www.isaca.org/cobittraining.

PROBLEM MANAGEMENT AND THE THINKING SUPPORT ORGANIZATION

PART 1, THINKING PATTERNS

SAM BODLEY-SCOTT AND STEVE WHITE EXPLORE THE FASCINATING RELATIONSHIP BETWEEN THE SYSTEM 1 AND SYSTEM 2 THINKING APPROACHES TO PROBLEM SOLVING.

With no end in sight to 'austerity' and little expectation for a relaxing of tight budgetary controls, the necessity for organizations to perform better is acute. To borrow loosely from H.G. Wells' atmospheric introduction to The War of the Worlds[1]:

" No one would have believed that in the early years of this decade, your organization's affairs would be being scrutinized from afar as someone with a microscope studies creatures that swarm and multiply in a drop of water. Few even considered the possibility of intelligent life amongst your competitors and yet, in meeting rooms and boardrooms around the world, intellects vast, cool and unsympathetic were regarding your organization with envious eyes and slowly and surely they were drawing up their plans against you... "

Perhaps a rather uncomfortable truth conveyed here is that today's leaders will be bending their minds to the business of winning with a greater intensity than we've seen for a generation. As you square up for this battle of minds, you may become concerned about the advantage they'll get from the terabytes of 'big data' they have at their disposal or their army of analysts poised to deliver unique competitor intelligence. But the simple truth is that, whatever resources they might have at their disposal, the only factor that will allow their deliberations to be more meaningful and insightful than those of your leadership team is the speed and accuracy of their problem solving and decision making – in short, their ability to think. In the new commercial war, a new battleground is information technology, and the competitive advantage is the thinking that surrounds it – to optimize the IT strategy, deployment and operational delivery.

In this two-part article (the concluding part will appear in the next issue), we want to explore how improving the brainpower of your organization might become the key to your competitive success.

In part 1, we'll start by looking at why the thinking patterns we, as individuals, use to run the majority of our lives cannot, without modification, be relied upon to shape the thinking within our organizations. In part 2, we'll explore how these thinking patterns can be modified to produce superior cerebral performance for both individuals and teams. And finally, we'll go on to outline how some of these ideas can be introduced in such a way as to create a truly 'Thinking support organization'.

What's wrong with the way we think?

We might expect that the ability to think clearly and effectively is the essential component of leadership and management. After all, how did these good people secure their elevated positions without the ability to appraise complex situations, solve problems, make decisions and manage risks and opportunities? The evidence

to support this view, however, is not encouraging:

- Risky trading and high-level mismanagement led to Lehman's $600 million demise. The financial crisis triggered by this collapse is estimated to have caused indirectly the loss of two million jobs.

- Hoover in the UK offered two free flights for every purchase over $150. The flights cost more than the products, losing the company a cool $74 million.

- IBM hired Microsoft to develop an operating system for their new PC – but let them keep the rights to the software.

A list of examples of any length doesn't prove that poor quality of thinking is endemic across all organizations. What it does show is that one piece of poor thinking can make or break a career and perhaps even an entire organization. As long ago as 1995, the Yankelovich/Kepner-Tregoe study Problem Solving & Decision Making[2] found that senior executives took a dim view of the decision making prowess of large organizations. Of the executives surveyed, 80 % felt executives missed achieving their objectives when decision making. When it came to problem solving, only half the executives felt secure in their company's ability to ask the right questions to find the root cause of a problem. More recently, in April 2012, a One Poll[3] study conducted across 500 senior managers for Kepner-Tregoe concluded that, in over 50% of cases, improvement initiatives failed because of poorly defined objectives and an inability to think through how to make them work.

The evidence that there's room for improvement in the way organizations think is pretty compelling; and if we are to understand the pathology of this condition, we probably need to start by looking at how we as individuals think – after all, the 'thinking organisation' is simply an aggregation of all the individual thinking that's going on within it. To begin this exploration, I turn first to Daniel Kahneman's seminal work, Thinking Fast and Slow[4].

In his book, Kahneman explains that our minds use two modes of thought: the automatic, instant, intuitive, involuntary responses provided by what he terms our System 1 thinking; and then the more controlled, effortful, analytical and considered thoughts supplied by our System 2 minds. To illustrate the difference between these two thinking modes, Kahneman simply asks us to consider the following two mathematical problems:

2 + 2 and 17 x 24

As you looked at the first problem, the number four sprang to mind with (hopefully) no effort. As you went onto consider the second, no immediate answer came to mind. You probably knew you could solve it, but without spending time on it you would not be certain that the answer

is 408. These two problems beautifully illustrate the difference between our System 1 and System 2 thinking and also allow us to sense that, where possible, we will favour System 1 thinking, as it requires no effort, rather than System 2, which is taxing, difficult and - in the case of this example - brings back unpleasant memories of school.

Following this line of reasoning, it becomes plausible to imagine that most leaders and managers within organizations will use System 1 thinking wherever possible to minimize effort; for, as we know, 'effort' is hard work and typically in short supply. This would be of little concern if we could trust our System 1 to conduct consistently and reliably the thinking required for high-quality problem solving and decision making. But as Kahneman argues, such trust would be misplaced. He explains that the really scary part is that we cannot tell when our intuitive System 1 responses are based on sound judgement or when our System 1 is simply making things up. Could this be the first clue in our search for the cause of poor quality organizational thinking?

To understand why we have to be careful of the intuitive judgements delivered by System 1, we need to recognize that our intuition is simply and only recognition. This appreciation can help us understand when we can trust System 1 and when it might be a mistake to do so. Faced with a situation that we recognize, our System 1 judgements will have value and in very familiar situations we might even be said to have developed expert intuition. A major incident manager may have a rich experience of the foibles of a complex trading engine, or a problem manager may have a deep technical knowledge of a particular technical discipline. In both these situations, the way in which their 'expert' System 1 minds instantly resolve related issues can probably be relied upon because they recognize the specific issue and can access pertinent ideas from directly relevant experience.

The challenge comes when the issue that requires thought goes beyond our direct experience, common in the complex environment of current IT systems.

Psychologists tell us that ideas can be thought of as nodes in a vast network called associative memory, in which each idea is linked to many others. When an idea forms, it does not simply trigger one other idea, it instantly activates many ideas which in turn activate many more in an exponential explosion of thought. As only a very few of these activated ideas register in our conscious minds, we cannot be certain of how germane the set of ideas is that System 1 uses to shape the insights we draw or the conclusions we make. Never wanting to be short of something to say, we humans have intuitive opinions and feelings about almost everything that comes our way and these opinions and feelings are influenced by the unconscious ideas activated within our associative memory,

whether directly relevant or not. In the immortal words of Arnold H. Glasgow, which will resonate particularly with support managers faced with managing an unplanned service interruption, "The fewer the facts the stronger the opinions."

To highlight the impact that unconsciously activated ideas can have on the seemingly rational output of our System 1 minds, allow us to use a few of the examples from Kahneman's book which we find illuminating and insightful.

1 Why our thinking can be unconsciously influenced

Psychologists suggest that our System 1 can be influenced by what is termed the priming effect. In other words, recent stimuli may have activated ideas in our associative memory that remain below the radar of our conscious minds. A perfect demonstration of this priming effect was conducted in an office kitchen at a British university[5]. This office had used an 'honesty box' for people to pay for tea and coffee and a list of suggested prices was clearly displayed. One day a picture appeared just above the price list. The picture changed each week to show either flowers or eyes that appeared to be looking directly at the observer. On the first week eyes stared at the coffee and tea drinkers and their average contribution was 70p. On the second week the picture changed to flowers and the contributions fell to 15p!
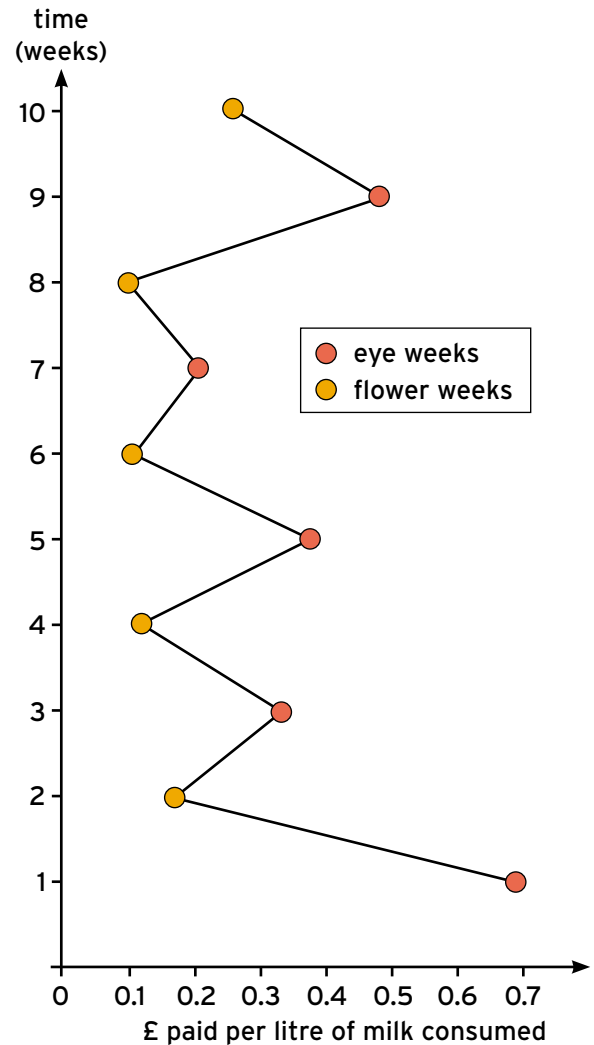

Figure 1 – Pounds paid per litre of milk as a function of week and image type

Bateson, Nettle and Roberts, 2006.

Now let's imagine that the first item on your agenda one morning was to agree the location of your new data centre facility. As you drove into work, you were vaguely aware of a story on the radio reporting a minor electoral success for a political party of which you did not approve in one of the locations being considered for the new facility. Whilst you find the story irritating, it should have no bearing on the morning's deliberations. Your associative machine might easily have made a connection however, and later in the meeting, when the merits of that country are being discussed, your System 1 has been primed by the news story and its outputs have become biased. Without the checks and balances provided by System 2, System 1 might nudge you towards the wrong choice for the wrong reasons, and you would not know it had!

2 Why we are wired to jump to conclusions

Kahneman argues that as soon as we are faced with a problem, our intuitive System 1 accesses associative memory for something it recognizes in a search for possible cause. To minimize effort, System 1 will build the most logical and appealing solution it can, based on your store of experience. Again, you'll not be aware of the experiences your System 1 is referencing in its search for this coherent solution, nor that any ambiguity has been suppressed as it pushes the answer into your mind.
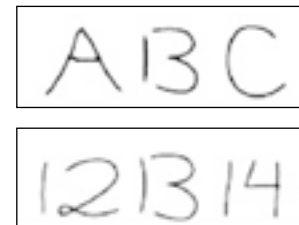
Figure 2 – A Process for rational thinking

Charles Kepner & Ben Tregoe, The New Rational Manager. 1981.

When you look at these two boxes in the above example, you almost certainly read the box on the left as ABC and the box on the right as 12 13 14 and yet the middle item in both boxes is identical. So why did you arrive at this solution? Your System 1 is referencing a learned pattern, in this case your 'ABCs' from school, and using

Problem management and the thinking support organization

this pattern to provide the answer – for this box, the answer A 13 C is of course equally correct. The shape is ambiguous but you jump to a conclusion about its identity and do not become aware that System 1 effortlessly and incorrectly in this case, resolved the ambiguity for you. The most important aspect of this is that you made a clear choice but you didn't know it.

As consultants in the field of problem solving, we often see examples of support staff 'jumping to cause' inappropriately because of the influence of learned patterns woven into their System 1 minds. Knowing when to stop relying on System 1 thinking is crucial. It is important to staff the incident and major incident departments with as much experience in the systems as possible, so that they have the knowledge and experience of the systems to take action when there is an outage, because System 1 thinking is fast and the ability to recall the resolutions to previous incidents saves immeasurable time.

3 Why what we see is all there is (priming)

It's understood that an essential design feature of our associative machine is that it represents only activated ideas; information that is not retrieved might as well not exist. System 1 excels at constructing the best possible story that employs currently activated ideas. The amount and quality of data on which the story is based is largely irrelevant, providing the solution feels logical and appealing. Consider the following:

"Will a reboot of Router 42 solve the problem? It did so last time."

Your System 1 delivered the answer quickly and it was probably a yes. If so, you picked the best answer based on the very limited information available and used it to construct a coherent story. It takes your System 2 to ask the question "What do I need to know before I can form an opinion about what the best action is to take to restore service?" System 2 'analysis' will ensure a more complete set of criteria are considered and may, for example, surface the fact that the issue is not associated in any way with Router 42. What would be your answer now?

4 Why we wrestle with what 'good' looks like

It's believed that our associative machine is continually drawing on our stored experience to make sense of the world and we only really become surprised, triggering careful System 2 analysis, when something conflicts with our model of what is normal. Ask the question, "How many animals of each kind did Moses take into the ark?"

Our System 1 checks the question and passes it as legitimate, as the idea of animals going into the arc sets up the biblical context and Moses is to be expected in that biblical context. The number of people whose System 1 points

out that Moses didn't take any animals into the arc – Noah did – is so small as to dub this the 'Moses illusion'.

The challenge here is that we don't know what experiences our System 1 has accessed to create the 'norms' it uses to test validity in different situations. Sam was recently talking to the CEO of a dairy company who was delighted that sales in a certain category had grown by 50%. Apparently his last Sales Director, who had been with the firm for many years, had resigned and a replacement had come in with a very different approach. "I thought we were doing a great job in that category" he explained, "I had no idea of the potential." The CEO's System 1 had constructed a norm or benchmark for sales in this category, which System 2 never felt the need to challenge until the advent of the new Sales Director.

5 Why we can be prone to answering the wrong question

We are often confronted with difficult problems to solve or choices to make and, never wanting to be short of an answer, System 1 will always try to simplify the challenge by substituting a difficult question with an easier one.

When we are faced with tough questions such as, "How can we develop a more effective support structure for our support organization?" our System 1 taps our associative memory for something related but a bit less challenging, such as, "What did that customer I was talking to last week say about why he liked us?" Such substitute questions may help but, of course, will sometimes lead to serious errors.

System 1 will generate quick answers to difficult questions without imposing much work on our lazy System 2. An easier question is likely to be evoked and very easily answered, providing an off-the-shelf solution to each difficult question.

This substitution is an automatic process for System 1. System 2 will, of course, endorse the answer provided by System 1, or perhaps choose to modify it slightly. However, lazy System 2 often follows the path of least effort and endorses the alternative answer without much scrutiny – you will not be at a loss for an answer, you will not have to work very hard and you may not even notice that you didn't really answer the question you were asked.

The five examples I have taken to illustrate the inner workings of our System 1 minds provide a little understanding of the power and complexity of our intuitive intelligence. Our System 1 minds have evolved in such a way as to prioritize speed over accuracy when faced with problems and decisions. Making an almost instantaneous call on whether it should be fight, flight or freeze in a given situation, rather than taking the time to think through the real nature of the threat and calculate the precise probability of the likely outcome has, after all, allowed our species to survive and thrive, but can intuitive System 1 be relied upon to ensure

the future success of the complex IT support organizations and infrastructure in the same way that it has our species?

If we accept that as individuals we will favour the ease and simplicity of System 1 thinking, it follows that - without conscious effort to do things differently - our organizations will 'think' in a similarly flawed way. As we struggle to win in highly competitive markets, is it really OK for our strategic choices to be informed by largely irrelevant emotional *'priming'* or *'what you see is all there is'* thinking? Should problems be addressed within the context of a *'norm'* of poor performance, by *'jumping to conclusions'* or by taking at face value the probable cause of vaguely similar deviations we have encountered in the past? Should we really allow some of the most difficult questions we face as organizations to be *'substituted'* for questions that are easier to answer?

In part 2 of this article, we'll explore how these thinking patterns can be modified to produce superior cerebral performance for both individuals and teams; and finally, we'll go on to outline how some of these ideas can be introduced in such a way as to create a truly 'thinking support organization'.

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UNAPPROVED

UNDER-STANDING SHADOW IT

VAWNS GUEST AND PATRICK BOLGER, FROM ITSMF UK'S TRANSITION MANAGEMENT SPECIAL INTEREST GROUP, CONSIDER THE REASONS WHY 'UNAPPROVED' IT SOLUTIONS AND DEVICES HAVE BECOME SO POPULAR, AND WHAT WE SHOULD DO ABOUT IT.

Some of us have worked in IT long enough to remember the heady days when we had full control of the infrastructure. No hardware or software could be brought into the business without the IT seal of approval. Business users had neither the knowledge nor resources to acquire or maintain technology, but over time this began to change.

Unapproved software would 'appear' on machines because someone within a department had discovered a new application or device that enabled them to be more productive. When the first wireless network points appeared, business units immediately saw the benefits of staff mobility, yet IT groups were slow to react because of the security challenges presented by wireless access. These devices could be picked up at any PC store; most laptops had wireless built in and people were connected at home. Configuration was relatively simple, so wireless access points would 'appear' in the office that had not been provisioned by IT.

The scale of the problem became apparent when IT was being asked to support devices and applications they had no knowledge of. IT groups sought to regain control by explaining the impact on IT resources and costs and the risks to corporate security and compliance. Desktops were locked down, software audits were performed and policies were produced in an effort to stem the proliferation of unapproved systems. For a short time, control was re-established and it appeared that 'Shadow IT' was brought under control.

Shadow IT is the term used to describe IT systems or solutions employed within an organization without the approval, or even the knowledge, of corporate IT.

Armed only with a credit card and a browser, business units can purchase low-cost subscription licences and have new applications up and running in no time at all. Corporate data can often be imported and integrated with other enterprise applications, without IT having any involvement in or awareness of the new system.

We've faced the problem of Shadow IT before and despite legitimate concerns over security, compliance and cost, we didn't win that battle. Shadow IT 2.0 is already upon us, but this time the challenge is greater than before. Some users are equally, if not more, technology-savvy than their IT colleagues. The number of user-owned devices and apps in the workplace has exploded because of cloud, social and mobile technologies and they're being used for business purposes, with or without IT approval.

Why is Shadow IT so popular?

Modern business has changed to the extent that an organization can go from start-up to global market domination within just a few years. Just look at the rise of Facebook, Amazon, or Yammer to appreciate the global impact of innovation in modern business. We've seen the end of 'business as usual'. To survive and remain profitable, or even relevant, businesses need to be agile and address challenges quickly.

The pressure on information workers to be productive outweighs any concerns over data security and corporate compliance. When staff need to access or share data quickly, they no longer need to rely on IT to provide the facility. They can simply sign up to Dropbox and invite others to access their data. Why would they go through the 'red tape' of IT procurement, provisioning, testing and security over several weeks, or even months, when they can find a solution themselves and be up and running in a matter of seconds. Their co-workers, industry colleagues, competitors and even their managers are doing it, so it must be OK!

The issues and risks

Users believe that sourcing their own solutions has little or no impact on corporate IT. Yet IT professionals know that Shadow IT can cause problems and cleaning up the mess can be a major task for organizations with already scarce resources:

- **SAM compliance**

    Software Asset Management (SAM) is a big enough challenge when IT has decent processes for managing the procurement of software licences. When licences are procured outside of that process, without

IT knowledge, SAM is not possible and the organization is exposed to unnecessary risk. Discovery of 'unapproved' software could mandate a complete audit of the infrastructure, along with the associated financial and resourcing costs to ensure compliance. It's also worth bearing in mind that the ultimate sanction against unlicensed software for the CIO level is jail and/or an unlimited fine.

- **Governance/standards**

    Organizations invest heavily to ensure they comply with regulations imposed by government and industry. In addition, we adopt standards such as ISO 27001, ISO 19770 or ISO/IEC 20000 to demonstrate quality to our customers. We've invested time and resources to document our systems, processes flow and RACI models. This effort is wasted if our documentation doesn't reflect reality. Shadow IT may appear innocuous to business users, but compliance can be jeopardized and IT governance questioned when systems are first discovered during a quality audit.

- **Lack of testing and change control**

    When new devices or applications appear within the corporate infrastructure without guidance from corporate IT, the change and release management processes are bypassed and impact on other aspects of the infrastructure are not considered. One of the main drivers for deploying Software as a Service (SaaS) is that the vendor takes ownership of the upgrade and release process, so SaaS customers are always on the latest version. SaaS vendors claim that users can customize their software without any loss of settings after an upgrade. However, the reality is that upgrades can and do break systems. Furthermore, new software releases may work in a manner that is not as previously specified, creating issues around documentation and compliance. Managing the cycle of change, testing and release is taxing enough, but a new layer of complexity is introduced when third parties need to be included in the process. Almost every IT professional will have felt the impact of applications or plug-ins that staff have installed on their own machines to 'increase productivity'. The cost of technology can go through the roof without adequate testing, change and release controls.

- **Configuration management**

    IT groups may have spent months or even years populating a Configuration Management Database (CMDB) and defining relationships between systems. If users go outside 'official channels' key services or systems might not be added or supported because IT is unaware.

What can we do about it?

If it's happening, we have a problem. Perhaps business units believe that their requirements can be met more easily,

quickly or cheaply by an external supplier. Whatever the motivation, the appearance of Shadow IT is a reasonable indicator that we don't understand what the customer needs.

First we must get closer to our business units. IT must have regular service reviews with the business. These meetings should have a definitive agenda and should include at least the following:

- Service availability
- Service performance
- Service desk data
- Incident and major incident data
- Service request data
- Outstanding problems
- Change and release activity
- New business challenges and requirements
- AOB

Next we must address the pain points. Change one small thing. Ask the business why they are not coming directly to IT with their requirements. Look at your request fulfilment process – is there too much red tape? – and take appropriate action.
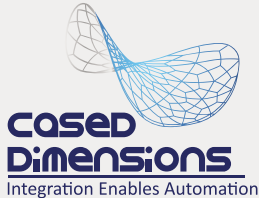
Conclusion

A global market brings greater competition, and in tough economic times businesses have to be agile to survive. The information worker has never been under greater pressure to remain productive, both in the workplace and at home. The barriers to acquiring and using technology have never been as low, so the growth of Shadow IT will only accelerate. Imposing more restrictions and preventing access to tools (e.g. social media) on the corporate desktop seems like a pointless exercise, when everything the user needs is available on their personal mobile phone or tablet. If IT is seen to be standing in the way of productivity, our customers will look for alternatives.

Shadow IT, cloud-based applications and personal devices are now our competition. The only way we can ensure that we perform better than our competitors is by getting closer to the customer, understanding their challenges and delivering solutions that provide what they need. If IT is seen as a trusted advisor and is agile enough to provide what is needed, when it's needed, there is no reason for the customer to look elsewhere.

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Service Manager

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Cased Dimensions is an Alliance Partner with Microsoft, specializing in System Center Service Manager.

In the past 12 months, Cased Dimensions has delivered Service Manager for 7 of the world's largest companies in their relative business vertical as well as to companies across 16 different countries.

Cased Dimensions Managing Director, Liam Murray, indicates "Service Manager's differentiator is its ability to build a real time CMDB to enable an ITIL 3 compliant framework. For one client, we built a CMDB in 48 hours for 74,000+ Assets where Netbios, Serial Numbers, MAC, IP Addresses, CPU speed, RAM, Logical and Physical Hard Drive layout, Software Publishers, Software and Patch revision layers and more were automatically built and kept up to date in real time through workflows."

It is the 'data' within the CMDB that enables best practice & automation. Data is needed for Front Office Process – IT Service Management is no different. Other Service Desks do not automate this data layer whilst manual processes do not work.

Service Manager's CMDB also shows the relationships between CI's, Employees, Software & Hardware, Incidents, Service Requests, Change, Problem and Release Management. A full history is also stored against all.

This makes it very easy to trouble shoot & resolve events through an ITIL 3 compliant data enabled Service Management Platform.

What is Service Manager?

System Center Service Manager is a Service Desk platform for automating and a dapting IT Service Management best practices, such as those found in Microsoft Operations Framework (MOF) and IT Infrastructure Library (ITIL), to your organization's requirements.

Through an automated configuration management database (CMDB) and process integration, Service Manager automatically connects people, knowledge, data and process.

Service Manager delivers integration, efficiency, and business alignment for your IT services.

3 TIER Application Model
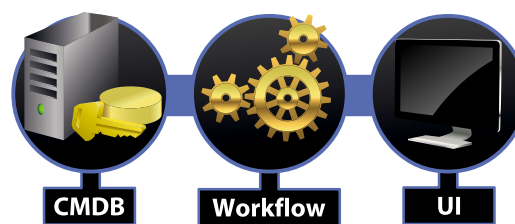
- Automate Password Reset
- Automate Software Requests from a Portal to the Employees Desktop
- Automate Software & Hardware Asset Management
- Empower Employees through Self-Service
- Automate email information directly into service desk tickets

What does Service Manager Offer?

Enable IT to deliver flexible self-service experiences so application owners can request private cloud capacity to deploy their applications and services.

- Publish and consume standardised IT service offerings
- Enables self-service requests for private cloud infrastructure
- Delivers self-service business intelligence

Integrate people, processes, and knowledge across enterprise infrastructure and applications.

- Enables compliance and standardisation
- Offers deep integration with System Center components
- Facilitates IT GRC commitments

Standardise datacentre processes using workflows built around industry best practices.

- Provides process workflows built on industry best practices
- Offers closed-loop change and release management

Service Manager is your answer if you wish to realize the associated agility and economic benefits of ITIL3 with Automation whilst at the same time ensuring reliable services and maintaining tight control of corporate resources.

The time required to deploy Service Manager is rapid when compared to other IT Service Desks. This is due to the integrated nature of Microsoft's Service Desk Platform.

For more information about deploying
System Center 2012 Service Manager, visit
www.caseddimensions.com/microsoft_service_manager/

For more information about
System Center 2012 and the Service Manager component, visit
www.microsoft.com/systemcenter

BRINGING ACADEMIA AND ITSM TOGETHER

SUSAN BAILEY REPORTS ON THE FIRST UNIVERSITY OF NORTHAMPTON ITSM CONFERENCE IN JULY.

Susan Bailey (second from right) and Don Page (second from left) with staff and students

The University of Northampton hosted their first ITSM conference on the 19th July to showcase students' work and to present prizes to those who had performed to a particularly high standard. Out team welcomed students old and new as well as potential employers, fellow university colleagues and supporters of the university in the shape of Don Page from Marval, Matthew Burrows from BSMimpact and Ben Clacy from itSMF UK, who opened the proceedings.

Ben's address highlighted the growing and developing relationship between academia and IT Service Management. He emphasized the benefits it can bring to both parties with committee work, student membership and priSM (Professional Recognition for IT Service Management), the unique 'credentialing' scheme aimed at service management professionals.

The support and recognition of student qualifications was reinforced in the presentation by Matthew Burrows and supported by Sandra Whittleston, an ITIL Expert who teaches on the ITSM course at Northampton. Sandra talked about the inroads she is making in providing mentoring support for students.

After a tasty lunch it was time for the students' work to take centre stage. Some students had taken up key roles at home and abroad since graduating and could not

attend, so some of the staff team – Susan Bailey, Rachel Fitzgerald (who teaches on the dissertation module and is studying for a doctorate) and Debbie Alexander (an ITIL Expert) – were able to summarize their work. Presenting students were Wayne, Sam, Rachel, Ravinder and Shuvo, with Alpha, Michelle and Olive's work also being showcased.

The subjects were wide ranging and, in the case of Alpha's research on 'The role of ITIL in education management information systems (EMIS) at the Gambian Ministry of Education', already being implemented. Other subjects in the showcase (which had been researched for between 12-18 months by University of Northampton students across the globe) included 'The influence of ITIL training on customer satisfaction', 'Service management in NHS trust hospitals', 'E-banking customer support at the consolidated banks of Nigeria', 'The financial benefits of embedding ITSM disciplines into corporate banking', 'Investigation into whether the ITILv3 framework alone can achieve optimum ITSM' and 'Has ITILv3 brought maturity to a global organization?'

The conference closed with a rousing presentation, 'Education Education Education – where do we go from here?' by our own Dr. Don Page, who then presented the prizes. The Chartered Institute for

IT (BCS) award for best student went to Sabah Dada and the most promising to Tim Bradley. The IS team prize went to Daniel Tew. All of these students achieved first class honours in their BSc degrees, of which service management forms a key part. With some final razzmatazz, the Marval prize for best ITSM student went to Samuel Imhanwa.

If you would like to know more about the ITSM courses offered at Northampton – namely IT Service Management (University Diploma); IT Service Management (PgCert); IT Service Management (MSc) and Management (IT Services) (MSc) – go to the website www.northampton.ac.uk, contact susan.bailey@northampton.ac.uk, or come and meet the team on Stand C5 at the ITSM12 conference in November.

Susan Bailey, an active itSMF UK member, is ITSM Course Leader and Principal Lecturer at the University of Northampton
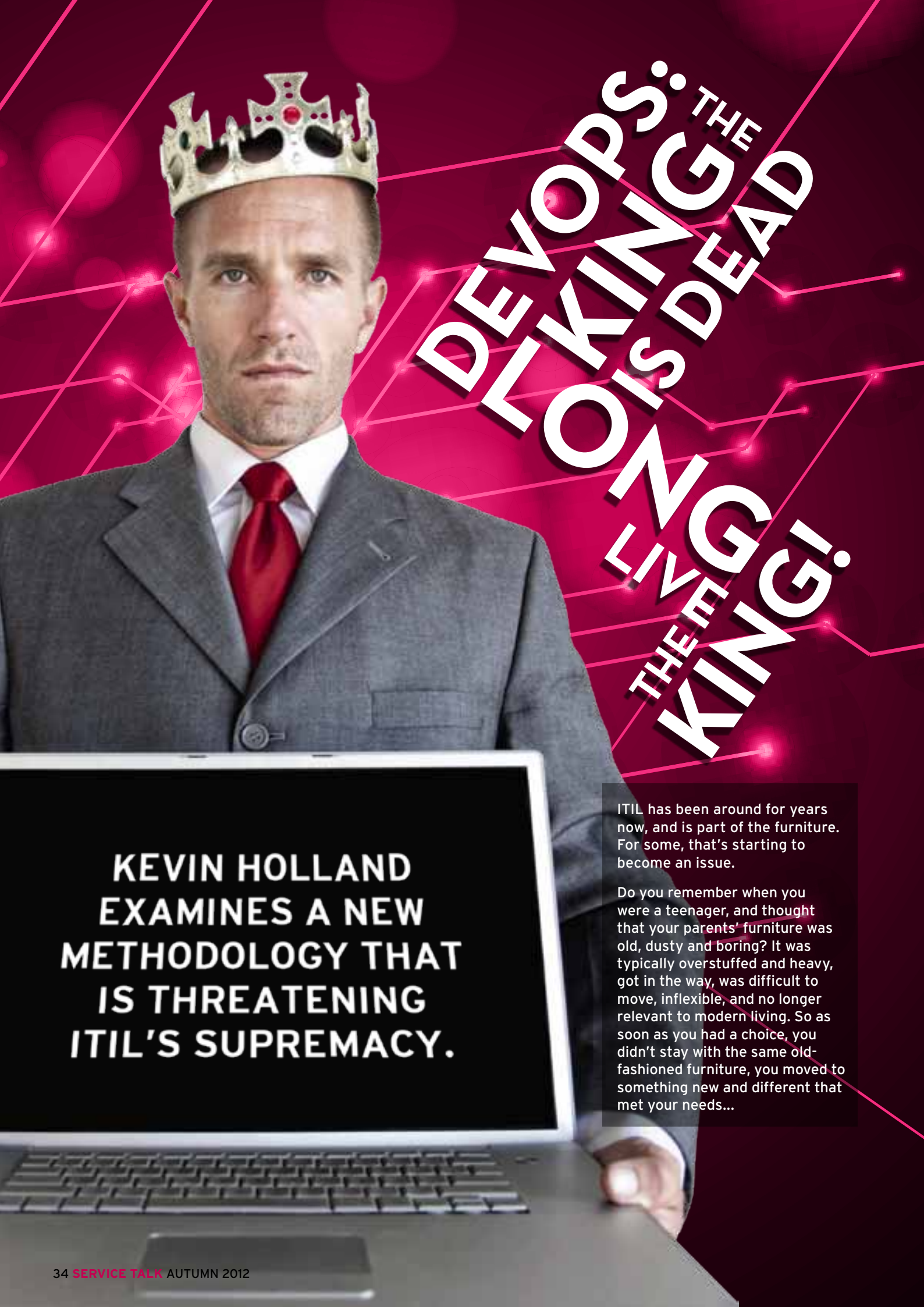
DEVOPS: THE KING IS DEAD, LONG LIVE THE KING!

KEVIN HOLLAND EXAMINES A NEW METHODOLOGY THAT IS THREATENING ITIL'S SUPREMACY.

ITIL has been around for years now, and is part of the furniture. For some, that's starting to become an issue.

Do you remember when you were a teenager, and thought that your parents' furniture was old, dusty and boring? It was typically overstuffed and heavy, got in the way, was difficult to move, inflexible, and no longer relevant to modern living. So as soon as you had a choice, you didn't stay with the same old-fashioned furniture, you moved to something new and different that met your needs...

DevOps: the King is dead... long live the King!

Kevin Holland is a service management consultant and specialist, currently working in the UK public sector. He started his career in IT as a software engineer, and held a number of senior roles in IT support and operations before embracing IT service management.

For many of the new generation coming into IT, that's precisely how they feel about ITIL. It's boring, it gets in the way, and it is no longer relevant. It's overstuffed, and it needs replacing by something new. The 'oldies' have recently put new covers on it, but it is still the same old ITIL.

Indeed, ITIL is now being challenged by a new kid on the block, DevOps.

DevOps – pretender to the ITIL throne?

DevOps has emerged from among the new generation of IT development shops in the USA. The title comes from combining development and operations, which is precisely what it is all about, and more. A natural consequence of the adoption of efficient Agile methods for software development has been the extension of agile thinking for the full software lifecycle, previously the preserve of good old ITIL.

That is what DevOps is all about, managing IT through the lifecycle. Precisely what we say ITIL does; except that DevOps also includes specific technology, such as tools for automatic code deployment. It also has its own unique language.

"Why do we need something new?" I can hear you asking. "There is nothing wrong with ITIL, and it can fit perfectly with Agile". I agree, but that message hasn't reached the new generation that is developing and promoting DevOps.

Is service management getting in the way?

To illustrate why ITIL and service management are getting a bad name, I'll share a real example of where slavish adherence to rigid ITIL-based processes has become a major issue within an organization. Sadly I have heard of similar examples in many other businesses, where service management is perceived as a 'blocker' instead of an enabler.

In the case in question the time that elapses between development handing over a new release to service management, to deployment of that release, is always six weeks, irrespective of the size of the release or the notice provided to service management. This routinely delays the delivery of functionality needed by the business, and hence the achievement of the benefits.

Analysis showed that the cause of the delay was a combination of re-testing software that has already been extensively tested by the developers ('ITIL independent testing'), waiting for the next scheduled change advisory board to convene, cogitate, and approve the RFC, and waiting for the next planned release date. So how would DevOps make this better?

What's different about DevOps?

DevOps aims to do away with all non-value-added activity. The main concept is that the same team are responsible throughout the full software lifecycle - requirements, design, development, infrastructure build, testing, deployment, and support. They are also responsible for the relationships with the business and any suppliers.

There is no 'middle man'. There is no 'service management' function. There is no separate 'operations' function. DevOps does it all.

The reasoning is very simple - having one team responsible for all aspects and using Agile approaches and supporting automation tools virtually guarantees that:

- the software works first time
- the full team understand the business, its drivers, and requirements
- quality is very high
- morale is very high
- delivery is fast and flexible
- costs are much cheaper than with 'traditional' approaches.

There are no handovers from requirements to design, design to development, development to transition, or transition to operations. Hence there is no need to transfer (and often lose) knowledge. To use a hackneyed phrase, everyone in DevOps has 'skin in the game'; they care about the users and the business, and about the quality of the services that they deliver.

DevOps is in place today in most of the new IT-based organizations, and has consistently proven its capability to deliver. Google, Amazon, Flickr, LinkedIn, and Facebook all use and actively promote the use of DevOps. Flickr have been quoted as successfully deploying ten releases a day – none of them classed as 'emergencies' - meeting changing business requirements in rapid time to maintain competitive advantage. That may seem extreme to those steeped in traditional release management techniques, but it illustrates what can be done by taking a different approach.

The DevOps evangelist Gene Kim describes it as currently "more like a philosophical movement, and not yet a precise collection of practices, descriptive or prescriptive (e.g. CMM-I, ITIL)".

Yet DevOps thinking is continually and rapidly developing, as is the amount of supporting material published on-line, and freely available, to organizations that want to use it – and there is plenty. A 'DevOps cookbook' is in preparation, which will contain a snapshot of best practices. There are many DevOps events all over the world, where practitioners share their experiences and ideas for development, and where the evangelists talk enthusiastically about extending DevOps thinking out of IT and into the business, embracing areas such as finance and human resources.

DevOps is more than flavour of the month, it is more than hype; it is now starting to challenge ITIL as the methodology of choice for the IT service lifecycle.

What do we need to do?

What should we in IT Service Management do about it? At very least, we need to find out more about DevOps, using the wealth of freely available articles, blogs, presentations, and white papers. However, I believe that more is needed.

We need to embrace DevOps and become part of the community involved in its development and propagation. Some organizations have already interfaced DevOps and ITIL, but for me that is not enough. We have a lot to offer, with a library of mature best practices and years of experience – but we must not push ITIL as the only way to do things. It isn't, particularly as the technological landscape that ITIL was designed to support is changing so rapidly. Adding a few chapters on Cloud into the ITIL books is not enough. The real benefits will come by learning and sharing from each other, in honest, open dialogue.

This is where the itSMF can (and should) play a key role, just like it has already done with other communities such as SFIA, by leading the engagement with the DevOps community.

We need to pool our ideas, and develop an outcome that is better than the sum of the parts. I personally don't care if that ends up being called ITIL, DevOps, or something else. I do care that we get the best outcome for our users and our organizations, which won't happen if we don't work together.

What happens if we do nothing?

We can always put our head in the sand and hope that it goes away, like many other challengers that emerged and withered in a very short space of time. However, DevOps is different. It has large-scale take-up by some of the world's largest IT companies. It has been embraced by a new generation of IT workers. Most importantly, it is delivering.

Hence one thing is for certain, if we ignore DevOps and think that it has no relevance to IT service management, one day very soon we will hear the cry:

'The King is dead... long live the King'.

CONGRATULATIONS TO THE ITIL MASTERS!

THE ITIL MASTER, THE MUCH-DISCUSSED TOP LEVEL OF ATTAINMENT FOR THOSE PROGRESSING THROUGH THE ITIL QUALIFICATION SCHEME, IS NOW GOING MAINSTREAM FOLLOWING THE COMPLETION OF THE PILOT.

Congratulations to all of the following, who took part in the pilot and successfully reached Master level. This process has enabled the ITIL Official Accreditor to develop and refine the qualification for the service management community and has now led to its public launch.

- **Martin Andenmatten,** President, Glenfis AG, Switzerland
- **Simon Barnett,** Advisory Consultant, EMC Consulting, UK
- **Dag Blokkum,** Global Practice Manager, IT Transformation Services, BMC Software , USA
- **Alison Cartlidge,** Head of Service Management Community , Steria , UK
- **Lynda Cooper,** Independent Consultant and Trainer, Service 20000 Ltd, UK
- **Rachel Dunscombe,** Head of Service Management, Independent,UK / Austria
- **Pia Eriksson,** IT Architect ITSM, IKEA IT , Sweden
- **Andre Gravel,** Vice President, Gartner, USA
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- **Simon Naish,** Senior ITIL Consultant, Private individual - contracting, UK
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- **Marcos Cesar Weiss,** IT Governance and Service Management Sr Consultant

ROB STROUD DISCUSSES THE NEED TO CHOOSE THE RIGHT TECHNOLOGIES TO SUPPORT CHANGING BUSINESS OUTCOMES.

DELIVERING 'INNOVATIVE' BUSINESS: THE NEXT CHALLENGE FOR SERVICE MANAGERS

When my career started in IT, my initial role was in operations where my responsibilities were focused on ensuring the availability of the retail banking environment. At this time we delivered all aspects of technology from mainframe to network connectivity, processed online and batch as well as ensuring the aggregation of information from multiple systems and other banks. Now in these early days of banking IT, almost all the staff had previously had business experience and knew the business well and intuitively. We also knew what we were accountable for, the delivery of service by our colleagues to our customers.

Push the clock forward a few years to today, where we have truly reached a tipping point. Tablets, smartphones, connected devices, embedded systems and the multiple forms of delivery are all delivering on the growing expectation of immediate gratification. A friend of mine recently called his daughter, who answered her phone from the shower. Asked why she needed the device with

Delivering 'innovative business' - the next challenge for service managers

her while she was showering, she replied that she didn't want to miss a friend's Facebook update!

All very well at home – but this level of demand, which is only going to increase, is being fueled by the consumer's expectations that they can bring the device of choice to the office, especially if the technology at home is 'better' than that supplied in the workplace. The intersection of work and private life is further emphasized by the use of technologies such as Facebook, Flickr, YouTube and Twitter, all accelerating the speed of interactions between individuals within the organization.

What is happening is that, as we increase our use of technology, we constantly demand more from the solutions and devices as they interact with all aspects of our lives. Business innovation is leveraging technology innovation. The challenge for us all is that this is happening around us while budgets for IT-powered business innovation are at best flat and at worst in steep decline.

Feedback we receive from the business side of almost every organization that I talk with is that innovation is being delivered too slowly! Typically the business perception is that skills and resources within IT are misaligned and siloes are not fostering but inhibiting innovation.

Traditional service delivery that many of our organizations have implemented with our traditional service management implementation gives the appearance of hampering the ability to improve time-to-value. The way that ideas work through an organization - how you prioritize what to develop - also isn't conducive to improving cycle time. These same organizations complain that their IT infrastructures are too expensive to sustain and maintain and we all know that, while complexity increases, productivity decreases. The rule of thumb is that somewhere between 70% and 80% of IT budgets go towards on-going maintenance rather than driving innovation and changing the business to take advantage of new opportunities.

To date, managing the service lifecycle from an operational perspective has been the focus of traditional IT organizations. This has included all aspects of operations and there has been a wall between operations and development that often clouds the transparency of IT service delivery.

We need to transition towards managing the complete lifecycle. This includes the planning and execution of development projects and resource allocation, as well as addressing the more traditional production-related incidents, problems and changes. For the past few years, operations have been focusing on the opportunities for driving operational cost-efficiencies. Automating base ITIL processes including incident, change, request, problem management and of course the obligatory CMDB has produced some good efficiency gains. The next step in the process for most organizations is to automate everything; although this may work for a short while, it simply increases complexity and subsequently will come back to cause us pain.

The business continues to demand agility, innovation, and accelerated cadence of delivery. Our existing processes will not drive the required value. To deliver the value that the business mandates, we need to innovate rapidly and transform our portfolio of investments and resources. In short, become agile not just in the development organization but across the entire business. In becoming agile and responsive to business needs, we need to provide the vehicle to drive double-digit cost efficiencies out of their current investments and optimize the value of the portfolio of services that IT provides.

Balancing operational excellence with strategic portfolio management is rapidly becoming the primary discipline of forward thinking organizations and requires some potential cultural transitions. In short, to deliver on this promise the IT professional must evolve to become both a business technology manager and a portfolio strategist, managing the integrated IT supply chain as a service provider, broker and consumer. This transition, evolving from a pure operational role to a more strategic and business-oriented one, is required to enable fact-based portfolio decisions, build business services that are well understood in terms of usage, value, price and cost, and manage service performance at a business level.

The fundamental requirement for the service manager is to change focus from technology to business. This requires a shift from servers to productivity, from software to the consumed solution with business value metrics, and it is pivotal to know what is of value to the business and deliver accordingly.

When I started in IT I entered with intimate knowledge of the business and the expectations of my colleagues; every decision was made with business outcomes in mind. Now more than ever before we need to be close to the business, understand the relevance and value of outcomes to the business and be prepared for customers to change their mind. Believe me, it happens and you need to be prepared.

So as you make your transformation, bear in mind that you need to have an effective process in place to empower the IT-enabled business outcomes that the organization requires. And remember, we in IT are in business for the business, not for the sake of IT alone. The business is our reason for being.

Robert Stroud is Vice President, Strategy and Innovation at CA Technologies. He is also the company's Service Management, Governance and Cloud Computing Evangelist, serves on the ISACA Strategic Advisory Council, and is co-chair of the ISACA World Congress, INSIGHTS 2012.

nrc
northern regional college

Overview

Country or Region: Ireland

Industry: Education

Customer Profile

NRC supports in excess of 10,000 users across many geographical sites. NRC has previously been recognised for ITIL maturity and adopted Service Manager due to the automated data enablement of ITIL 3 Best Practice Process.

Business Situation

Process platform for Incident, Service Request, Problem, Change and Service Request with a Self-Service Portal. User details are automatically updated each semester via HR to Active Directory. Automation with business intelligence was the driver.

Solution

Cloud Enabled System Center including Service Manager plus additional System Center tools.
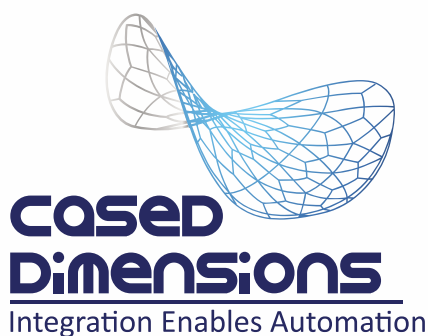
Benefits

- Significantly reduced costs
- Increased collaboration, productivity
- Empowered employees
- Enhanced security
- Streamlined IT management
- Automated Business Intelligence

ITIL 3 Compliance enabled from the Cloud

"To build on it's previous regional success for Customer Service Desk delivery, NRC explored the options for service desk software & support and turned to Cased Dimensions, convinced by their expertise in the SCSM arena and their desire to form an innovative partnership.

The solution was a cost-effective cloud delivery method, rather than the traditional method of onsite hosted service desk solutions. We also got the additional benefits of Cased Dimensions software packs - Asset, SLA and HR management + an automated CMDB. We have joined the business with IT through true Business Service Management."

Stephen Walls, Head of IT & Facilities, NRC

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FROM IDENTITY & ACCESS SOLUTIONS TO ACCESS GOVERNANCE

USERS ARE FAILING TO RECOGNISE THE BENEFITS OF IDENTITY AND ACCESS MANAGEMENT TOOLS BECAUSE THEY DON'T FOCUS ON GOVERNANCE. MIKE SMALL INVESTIGATES.

The need to identify users, control what they can access, and audit their activities is fundamental to information security. Over the past decade, many identity and access management solutions have been rolled out to address these needs. However, most organizations have not realized the benefits expected from the application of this technology, because they have taken a technology-led approach rather than one based on governance. In addition, the move to outsourcing and the cloud means that technology and some processes are no longer under direct control...

From identity and access solutions to access governance

What is governance?

According to ISACA, a global association of 100,000 IT governance, security and assurance professionals, governance "ensures that stakeholder needs, conditions and options are evaluated to determine balanced, agreed-on enterprise objectives to be achieved; setting direction through prioritization and decision making; and monitoring performance and compliance against agreed-on direction and objectives." While management "plans, builds, runs and monitors activities in alignment with the direction of the governance body", according to ISACA's definition, governance sets the policies, procedures, practices and organizational structures that ensure the execution of strategic goals. Identity and access governance sets the framework within which identity and access technology and processes are implemented. By shifting the focus to control rather than execution, governance is also the ideal approach to manage identity and access in an outsourced environment like the Cloud.

Why does governance matter?

Good governance ensures that there is a consistent approach to risks and compliance across different lines of business and multiple laws and regulations. It can reduce costs by avoiding multiple ad hoc approaches to compliance and risk management. Identity and access governance ensures, in a consistent and efficient manner, that only authorized people have access to their confidential and regulated data.

The governance process leads the organization to evaluate risks in terms of their likelihood and business impact, and then to decide on the best approach to manage those risks. For example, choosing how to authenticate individuals accessing a system is a trade-off between the risk of impersonation, the value of the information and the cost of the different authentication technologies. Where the impact, in terms of losses, would be high, it may make sense to choose a stronger (and more expensive) form of authentication than a username and password. Where the impact is low, a cheaper but less effective authentication process may be more appropriate. Governance provides a way to make this kind of decision effectively and consistently.

The objectives of access governance

The objectives of identity and access governance are to manage risk and ensure compliance in consistent, efficient and effective manner. These objectives are:

- **Availability** – business data and applications are available when and where they are needed.
- **Integrity** – data can only be manipulated in ways that are authorized.
- **Confidentiality** – data can be accessed only by authorized individuals and cannot be passed to other individuals who are not authorized.
- **Privacy** – privacy laws and regulations must be observed.
- **Accountability** – it should be possible to hold people, organizations and systems accountable for the actions that they perform.
- **Transparency** – systems and activities can be audited.

Access governance process

Access governance is not just about implementing access governance tools instead of provisioning tools; it is about implementing governance processes. The governance process is composed of three major phases. The initial phase is to understand the business needs and obtain approval for a plan of action. A key objective of this initial phase is to get executive sponsorship, which is critical to the success of any identity and access project. The second phase is to define the organizational needs and to produce a set of metrics and controls. The third phase is to monitor the controls and manage divergence. Governance requires well-described processes, guidelines and books of rules.

Who is responsible?

The responsibilities for identity and access lie with the lines of business, the owners of data and applications, and IT management. The actual division of responsibilities will vary among organizations, and the following provides an illustration:

- The owners of data and applications services are responsible for classifying the sensitivity of data.
- The lines of business managers are responsible for defining what access individuals within their organization should have to the applications and data.
- The HR department, in conjunction with line management, is responsible for performing background checks on new employees, initiating the on-boarding processes that give the access to IT systems, and initiating the off-boarding processes that remove access rights for employees leaving the organization.
- IT management is responsible for ensuring that the identity and access infrastructure is installed, configured and functioning correctly.
- The legal department is responsible for setting up legal agreements to identity federation with partner and supplier organizations as required by corporate management or line of business owners.
- Lines of business owners are also responsible for the control of access to systems by external users such as customers and partners.

Monitoring and control

In order to govern identity and access, there needs to be a set of measures against which performance can be judged. It is important that performance at the IT process level can be related back to the strategic business requirements. For example, if a strategic goal of an organization is to comply with EU privacy legislation, then it needs to process the personally identifiable data that it holds within legally defined parameters. The identity and access processes necessary to meet these requirements include:

- The organization needs to know what relevant data it holds and to classify this data accordingly.
- Identity management processes need to correctly manage the user's lifecycle in a timely manner.
- The access management process needs to control which users have access to information. It also needs to ensure that users with privileged access do not make unauthorized access to data.
- Processes must be in place to monitor and review which users have access rights to the personal data and which users have actually made access.

Conclusion

Managing who can access what is fundamental to information security and to compliance with laws and regulations. Experience has shown that a technology-led approach to this is not effective; what is needed is good governance rather than more technology. One way to attain this is by adopting a holistic governance and management framework such as COBIT 5. A full report on how to move to access governance is available from KuppingerCole - **www.kuppingercole.com**

Mike Small is a member of the London Chapter of ISACA, a fellow of the BCS, and an analyst at KuppingerCole. Until 2009, Mike worked for CA where he developed CA's identity and access management product strategy.

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- **Where did it all go wrong...?** • Robin Gaddum, Ernst & Young

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