service TALK

WINTER 2013

- Reflecting on glory at the annual awards

- Should an SLA define what the customer wants or what you can measure?

- Problem management and the thinking support organization - Part 2

ITIL AND ISO/IEC 20,000: TOGETHER OR APART?

iCore
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- Business Driven
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IT Service Management

PMBOK CMMI-SVC COBIT Pragmatic SFIA Value VALIT MoR SAS70

Managing a multi-vendor environment

The Benefits of implementing effective Service Integration and Management (SIaM)

iCore is holding its first **Breakfast Briefing** of 2013 at its offices at 60 Lombard St.

28th February 2013

If interested contact
info@icore-ltd.com
or on 020 7464 8414

This briefing will be a series of presentations from experienced iCore clients who have successfully implemented a Service Integration and Management Model in their organisations, looking at the approach, the challenges, the successes and the benefits of developing the service capability and maturity.

This will provide an opportunity for attendees to hear about the experience of two different organisations of differing size and complexity that have successfully been implementing IT Service Management.

The briefing includes an open discussion to explore who is considering implementing SIaM within their organisation and the challenges they face.

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IT NEVER RAINS BUT IT SNOWS

Writing this editorial during a period of prolonged snowfall, I'm reminded just how hard we, as a nation, find it to cope with weather-induced disruptions to normal service. I'm speaking as a Southerner of course – I know parts of Scotland and the North are much better adjusted to climatic extremes – but for many of us any fluctuation in temperature of more than a few degrees causes a range of adverse and unpredictable results, with blocked roads, failed deliveries, empty shelves and so on. It's not that we are reluctant to overcome adversity – on the contrary, I've just been looking at a photo (snapped recently in Norwich) of a dozen people trying to push a double decker bus uphill on an icy road in what can only be described as the ultimate triumph of hope over experience. There's no doubt the we summon up huge reserves of resolve and determination when circumstances go awry; what's lacking, though, are some end-to-end processes to help us deal with unexpected events, manage our expectations, and restore 'business as usual' in our everyday lives as quickly as we can.

In IT service management, expecting the unexpected is a key part of the job. Whatever the incident, it's often down to the service management team to make sure business as usual is restored as rapidly and painlessly as possible. 'Business continuity and major incident management' was the topic of a recent itSMF UK seminar, reviewed by Adam Poppleton in this issue of ServiceTalk. Some of the subjects covered at this event – creating the right communications channels and keeping them open, identifying a major incident when it occurs, dealing with the inevitable blame culture – are familiar to all organizations yet not all are equally prepared to deal with these issues. Similarly, as Sam Bodley-Scott and Steve White point out in the concluding part of their article on problem management and the thinking support organization, we need to be aware of the danger of employing the wrong type of thought processes in responding to an incident or problem.

Responding in the right way to unexpected incidents and maintaining business as usual present more of a challenge than ever before. Whatever your challenge, though, the chances are that someone within the itSMF community has been there already and has bought the T-shirt. The real value for members in reading articles, attending events, and joining online discussions is that they offer a chance to find out how others have coped with incidents, problems and changes and what advice they would give. Sharing experiences in this way doesn't always provide the answer, but it does provide some protection against the next snowstorm.

Mark Lillycrop
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I'D LIKE TO ASK YOU A VERY SIMPLE QUESTION: WHY ARE YOU A MEMBER?

I can think of many reasons why you might want be a member, and – whilst I'm undoubtedly biased – I've spent a lot of time during the last year asking members this very question. Just before Christmas we also ran a competition to encourage people to sum up their reasons for membership in one sentence (see the news section for the results). Based on these two pieces of informal research I have concluded that, despite numerous variations on a theme, there are really three 'core' reasons for being part of itSMF:

1) A need to stay up to date

Within the service management community a lot of people want to know what the latest hot topic is or how certain processes and technologies are being handled by other businesses. This isn't quite living on the cutting edge but it shows a desire to know what's changing and what's coming in the future, using the information to improve on their own service delivery.

2) The need to develop

Development – both personal and corporate – has broader implications than staying up to date with technology and processes. It's about focusing on the softer skills needed to build successful teams and organizations, and recognising and sharing these skills through presentations, articles, CPD points and awards. Membership gives that opportunity by providing the forum for sharing and recognition.

3) The need to be involved

Some people and some organizations just like to be engaged. They want to be a part of our industry, and an integral part at that. These people and organizations are the lifeblood of itSMF both here in the UK and across the globe.

One of the great things about chatting to members is that I often get the opportunity to remind them about a service or benefit that they had either forgotten about or weren't yet aware of. In our busy day-to-day working lives it's easy to lose track of why we decided to join in the first place, and it's always worth catching up from time to time.

Having said all that, members' needs are always changing, and we are constantly looking to extend the range of benefits that we offer. 2013 will see a number of new services from itSMF UK, discussed later in this issue, and I would welcome feedback from any member about these services and any others that we should be offering. This could be your way to get involved and help make membership better.

Lastly and simply, thanks for being a member of itSMF UK. We have a great community that really helps our industry move forward and for that I am very grateful to you.

Here's to a fantastic 2013 for those members who are currently with us, and for those that we look forward to welcoming during the year.

Ben Clacy
Chief Executive

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@BenClacy

AXIOS SYSTEMS INCLUDED IN CRITICAL CAPABILITIES FOR IT SERVICE CATALOGUE REPORT

Axios Systems, a leading provider of IT Service Management (ITSM) solutions, has been included in the Critical Capabilities for IT Service Catalogue report published by global industry analyst firm Gartner, Inc.

The report assesses ten tools by evaluating the capabilities critical to the successful implementation, support and utilization of service catalogues in IT organizations, and for business users requesting IT services.

"We are delighted to be included in this report and believe our evaluation solidifies Axios as one of the leading service catalogue vendors in the market," said Tasos Symeonides, CEO of Axios Systems. "The service catalogue is the IT service desk's primary marketing tool with the business. There is no faster way to show value and prove worth than through a comprehensive and useful service catalogue. The key to a successful deployment is the ease with which 'services' can be designed and made available to business users."

ISACA INTRODUCES NEW COBIT 5 FOUNDATION COURSE AND CERTIFICATE

To meet the global demand for COBIT 5 training, ISACA has partnered with APMG-International to offer the COBIT 5 Foundation Course and exam. Passing the exam earns candidates the COBIT Foundation Certificate, which demonstrates knowledge and understanding of the COBIT 5 framework.

Launched in April 2012, COBIT 5 helps enterprises maximize the value of their information. Though its 16-year history, COBIT has been used by enterprises around the world to improve management and governance.

COBIT 5 training and examinations will now be available through a global network of accredited training organizations (ATOs), which have met rigorous assessment standards. Trainers and training organizations are approved, accredited and licensed by APMG to deliver COBIT 5 training and examination services to candidates. Training organizations and individual trainers who are interested in offering COBIT 5 courses will need to become accredited prior to offering any COBIT 5 course. Trainers are available at www.isaca.org/cobittraining and www.apmg-international.com.

COBIT 5 exam candidates also can self-study for the COBIT 5 Foundation exam. After completing the self-study course available through ISACA, candidates can elect to take the exam online or sit for the exam at an authorized testing centre.

SERVICENOW INTRODUCES COACHING LOOPS

ServiceNow, a leading provider of cloud-based services to automate enterprise IT operations, has announced the introduction of coaching loops to help IT groups improve the way they perform a process. Through monitoring and 'coaching' a specific behaviour or activity, coaching loops provide real-time feedback to the individual. At the same time, this new feature also enables insight for modifying processes and procedures for enhanced team performance and driving IT transformation. This integrated ability to perform Continual Service Improvement (CSI) is rarely realized as an automated service in IT.

Traditionally, IT organizations initiate service improvement as a standalone process when something has failed and negatively impacted the business, says the company. When the issue is resolved, the improvement process is suspended until the next major failure occurs.

Coaching loops in ServiceNow provide IT organizations with an automated, embedded approach to achieving CSI. Organizations can define processes and the critical coaching moments associated with them. Coaching loops then allow completion and feedback cycles for active performance assessments—complete with dashboard metrics.

TREATING SLAS AS AN AFTERTHOUGHT IS PLACING BUSINESSES AT RISK

Centrex Services, which repairs and maintains business IT equipment, has warned that organizations which take a careless approach to meeting SLAs are placing themselves at great risk.

This comes as a study reveals that just 42 per cent of service organizations have consistent SLA processes in place and barely a third standardise their return commitments (source Aberdeen Group). The research also shows the importance organizations place on returns, refurbishment and repair has leapt 55 per cent in a year, with 90 per cent stating that the efficient management of this operation is critical to the long-term financial performance of the business.

Mike Heslop, owner of Centrex Services, says, "For too long businesses have been content with their failing SLAs, but the results from this study should prove be a wake-up call. Organizations have to act now to change the perception of their SLAs, or risk commercial under-performance and the real threat of losing customers. To improve SLA perception, organizations must strive to create a consistent link throughout the entire service supply chain; from logistics, field service and field repair to all other service operations."

MARVAL RE-CERTIFIED TO ISO/IEC 20000:2011 STANDARD

ITSM innovator Marval has successfully passed the latest ISO/IEC 20000:2011 audit - the worldwide standard for ITSM. The company has now held this certification since its introduction in 2005.

The compliance requirements for ISO/IEC 20000:2011 meant that some additional planning and control evidence needed to be in place before the 2005 version of the scheme expires in June 2013. New key areas that Marval needed to demonstrate adherence to were, 'planning to implement new or changed services', 'information security management' and 'supplier management'.

Although Marval was well positioned by already doing most of what the standard required, at the start of 2012 it recognised that in order to fully comply with the updated 2011 standard it needed to enhance its change management policy, process and procedures to include additional impact assessment, design and reporting areas. The information security management process was also strengthened with additional documentation, controls and evidence of business-wide communication.

DIRISI SELECTS LANDESK TO PILOT THE DEPLOYMENT OF ITS SECURITY PATCHES

LANDesk Software, an industry-leading provider of solutions for systems lifecycle management, endpoint security, enterprise mobility, and IT service management, has been retained by the US National Defense Inter-arm Infrastructure and Information Systems Directorate (DIRISI) to pilot the deployment of security patches for its Windows systems.

For the first time LANDesk Process Management, LANDesk's automation management tool for changes, workflows and processes, will be associated with Microsoft's SCCM (System Center Configuration Manager), the security patch deployment solution used by DIRISI for its Windows environment.

The DIRISI's scope of power is vast. As its name indicates, it is in charge of the IT systems management for three armies, those of the General Secretariat for Administration (SGA) and soon, the General Directorate for Armament (DGA). In addition to this very large scope of intervention, the DIRISI handles data and information which must be secured at all times.

HOUSE-ON-THE-HILL LAUNCHES THREE ON-DEMAND SERVICE DESK APPLICATIONS SUPPORTING 30 LANGUAGES FOR 2013

House-on-the-Hill Software has launched three new on-demand applications of the company's service desk software product SupportDesk. The three solutions, SupportDesk, SupportDesk Professional and SupportDesk Enterprise, range from a simple help desk for call-logging, to an ITIL-based service desk with support for over 30 languages.

Offering out-of-the-box configurations with features designed to give each application a specific level of functionality, the three options let users pick the tool to suit their business and service desk needs, whether these are big or small.

House-on-the-Hill has been providing organizations worldwide with help desk software for 20 years, and delivers both on-site and on-demand applications. Opting for SupportDesk on-demand can be a desirable choice for companies, says the company, as it means that House-on-the-Hill takes care of hardware and software maintenance, leaving businesses to take care of business.

HORNBILL TECHNOLOGIES ACCREDITED FOR WORLD-CLASS SECURITY AND DATA PROTECTION

Hornbill Technologies has announced that it has achieved ISO/IEC 27001 certification, which underpins and demonstrates its commitment to information security management and control. The certification recognises that all aspects of security is thoroughly examined and considered, a comprehensive suite of controls are in place to identify unacceptable risks, and an overarching continuous improvement management process is in place to ensure that corrective actions are taken immediately as required.

"First and foremost, we want to offer world class cloud services and security is our highest priority: this accreditation is a vital step toward that goal," said Gerry Sweeney, Founder and CEO, Hornbill Technologies. "Achieving this certification is just the baseline of our capability. We take security very seriously and we are now at the stage where information and security management practice is engrained in our DNA. With the confidence that comes from knowing our processes are accredited, we can ensure that our security and other practices remain current and strong in the ever evolving cloud and technology landscape."

NEW INDUSTRY BODY HELPS WITH STANDARDS SEARCH

A new service has been set up to help organizations identify and integrate multiple IT and business standards. Supported by Van Haren Publishing, Pink Elephant, Quint Wellington Redwood and others, the International Best Practice Institute (ibpi.org) aims to give members independent access to the most important frameworks and standards with associated templates and white papers. According to the organization, ISO alone has developed over 19,000 international standards on a variety of subjects and more than 1000 new ISO standards are published every year. That isn't even counting the many de facto standards in use.

"Apart from the inevitable resulting cacophony, most of these standards are developed in isolation from each other," says the IBPI. "Many organizations, especially following mergers, feel overwhelmed by the inherited weight of obligations, audits and paperwork required to maintain an increasing number of standards and accreditation. Others are just bamboozled as to what it all means for them."

The new service tracks frequently referenced standards and accreditation used in IT and business management and offers links to sources of in-depth information. The standards are arranged according to business driver and context, helping users to identify relevant frameworks more easily.

FORTEK IMPROVES CUSTOMER SERVICE FOR VITAL *999* SERVICES WITH SUNRISE SOFTWARE

UK-headquartered service management company Sunrise Software has announced that Fortek Computers, part of Capita Plc, has selected its Sostenuto Service Desk software. Capita Fortek provides mission-critical systems to public safety agencies and 'blue light' services around the world using its Computer Aided Dispatch solutions. Capita Fortek is using Sostenuto for first and second line support, managing calls from customers, all of whom rely upon its software to provide the most appropriate and fastest response to emergency calls.

Since implementing Sostenuto, the division has seen improved administration efficiencies and productivity by automating manual processes, as well as improving customer service through a new customer service portal.

Duncan Chilvers, Customer Services Manager at Capita Fortek said; "We reviewed several support desk systems and Sunrise's Sostenuto Service Management software fitted the bill. We liked how it can be used by an operation like ours that supports external customers on our products. Using Sostenuto we have automated our support processes which means that our administration team is now able to focus on more productive and interesting work."

SAFETY CONCERNS CLOUD SMES' JUDGEMENT

Just 12 per cent of SMEs (small and medium-sized enterprises) have adopted cloud solutions into their operations, despite it being this year's high-tech talking point, a study from INFORM has revealed.

The report shows that, while 68 per cent of SMEs can envisage adopting the cloud at some point, 76 per cent haven't done so because of concerns over safety and a lack of familiarity towards the technology.

Karsten Horn, director of inventory and supply chain division at INFORM, comments, "These results show that companies still view the cloud with caution, perceiving it to present great risk to the business, especially with regards to data safety.

"While there has been much discussion around the cloud, it's clear that this isn't resonating with businesses, as the low adoption rate comes from an uncertainty which I believe is being caused by conflicting information around the technology."

BANKSERVAFRICA ADOPTS MARVAL MSM ITSM SOFTWARE

BankservAfrica, South Africa's automated clearing house, has implemented Marval's integrated IT Service Management software solution, MSM, which will enable the organization to increase the efficiency of its IT service operation. This will reportedly improve and lower the cost of services to clients, and provide a framework that will enable the organization to identify and implement continual operational improvements.

Chris Nolte, Head of Operations at BankservAfrica, said "Marval will ensure we now have clearly defined processes with continual improvement measures and transparency into those processes and operations."

Operating 24 hours a day, 365 days a year, BankervAfrica switches approximately two billion financial transactions a year, including interbank transactions, debit and credit card transactions. "Our aim is to ensure continual improvement to meet our very stringent and demanding service level agreements, having achieved 100% uptime for real-time services in our last financial year. Operating in a highly regulated environment, we needed a system to effectively manage our critical ICT environment," Nolte said.

COURSE ENDORSEMENT GOES GLOBAL!

The itSMF UK's Course Endorsement Scheme has been given the global seal of approval by itSMF International, opening up the scheme to course developers who provide educational material and training programmes for international audiences.

The scheme, launched last year, is applicable to any learning product or service that relates to ITSM, especially those that fall outside the traditional service management accreditation schemes. Courses from Pink Elephant, HP, G2G3 and Sysop have now gained the itSMF endorsement, demonstrating that their courses reach an objectively defined and independently evaluated quality standard.

Dave Jones, Chair of the itSMF UK Certification and Standards Committee which runs the scheme, said he was delighted with the itSMFI decision, which would allow itSMF UK to work with other chapters and partners to extend the scheme to the global training community and give it worldwide standing.

For further information about the endorsement scheme, contact danielle.marshall-apsey@itsmf.co.uk or visit the itSMF UK website.

CALLING ALL SPEAKERS!

ITSM13, this year's itSMF UK Conference and Exhibition, takes place at the ICC in Birmingham on 4th-5th November, and we're now calling for budding presenters for the two-day programme. Specifically, we are looking for:

• interactive and experiential learning sessions where delegates can learn with other service management practitioners and experts

• high-quality experienced-based presentations that provide practical advice, guidance, and methods for delegates to take back to their organisations

• original sessions that focus on innovation and the future of ITSM, to help delegates shape their thinking on how to face the challenges ahead.

If you have a presentation to put forward for consideration, we will need your synopsis and biography and also your draft slides or supporting documentation by the closing date of 1st March 2013. Please visit the conference area of the website or email conference@itsmf.co.uk for more details.

ITSM 13

PUBLICATIONS NEWS

itSMF UK pocket guides – buy ten, save 20%!

itSMF UK's pocket guides are designed for sharing – so why not buy copies for the whole team? A Dictionary of IT Service Management Terms, Definitions and Abbreviations, How to do CCRM, Planning and Achieving ISO/IEC 20,000, SFIA – a Pocket Guide, and the Service Level Management Practitioner's Guide have all been authored by experienced service management specialists in our special interest groups and committees. They're an ideal size to hand out and pass around. See the website for details of the individual books or our new ten-packs.

How to do CCRM

The long-awaited definitive guide to starting out in change, configuration and release management is now here. Written by the itSMF UK Transition Management Special Interest Group, 'How to do CCRM' offers a practical experience-based approach to the subject and provides templates and examples to help organizations take the first tentative steps. Order your copy from publications@itsmf.co.uk or visit the bookshop on the itSMF UK website.

HOW TO DO CCRM

CHANGE, CONFIGURATION AND RELEASE MANAGEMENT

itSMF UK
The IT Service Management Forum

itSMF UK news

MAXIMIZE YOUR IT SKILLS WITH A SFIA ASSESSMENT

The Skills Framework for the Information Age (SFIA) is recognised throughout the world as a practical and extensive framework that identifies the professional skills needed in information technology and associated professions.

itSMF UK's new SFIA Skills Assessment allows individuals to identify their current relevant skills and the level achieved against these skills, offering an excellent way to focus on Continual Professional Development (CPD) plans, enhance your CV and assess future training and development needs.

The SFIA Assessment offers a unique map for your IT-related professional skills. The assessment covers all 96 skills in SFIA V5, allowing very precise profiling. We assess the levels achieved for each selected skill, and identify the generic level of responsibility (Autonomy, Influence, Complexity & Business Skills).

Check out the website to find out how to obtain your personal cloud-based assessment (nothing to install). Answer the questions online in your own time (which you don't have to do in one go), and when you've finished, your personalized SFIA-based profile will be sent to you by email. There's also a SFIA Skills Assessment for organizations, to baseline the skills of your staff and plan for their current or future needs. Contact communications@itsmf.co.uk or see the website for more information.

SFIA — Skills Framework for the Information Age

STOP PRESS – ASHLEY'S BIG CHALLENGE

Colin Rudd, John Windebank, Ben Clacy and Mark Lillycrop will be running the Reading Half Marathon on 17 March for Macmillan Cancer Support, on behalf of friend and itSMF colleague Ashley Hanna who has nominated the charity. All donations and support much appreciated. Further information at **www.justgiving. com/ashleysbigchallenge**

Alternatively scan the QR Code with your smart phone to go to the justgiving page.

FORTHCOMING SEMINARS AND REGIONAL MEETINGS, 2013

CHECK OUT THE ITSMF UK WEBSITE FOR THE LATEST INFORMATION ON FORTHCOMING EVENTS.

SEMINARS

- **Problem management** Radisson Blu Hotel, Edinburgh, 20 February 2013
- **Transition management – getting it right first time** Arsenal FC, London, 21 March 2013
- **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** Hilton St Anne's Manor, Wokingham, 4 December 2013

NEW ITSM MASTERCLASSES

Small, interactive practitioner-led events to develop your knowledge and skills.

- **Building a Service Catalogue,** led by Colin Rudd of ITEMS – 17th April 2013
- **Problem Management,** led by Steve White of Kepner-Tregoe – 7th May 2013

REGIONAL MEETINGS

London and South East
- **Tata Consultancy,** London – 7 February 2013

Midlands & East Anglia
- **HMRC,** Telford – 21 February 2013
- **Marval,** Kettering – 4 July 2013

Scotland
- **Scottish Qualifications Authority,** Glasgow – 5 March 2013
- **University of Glasgow** – 20 June 2013

North
- **Co-operative Banking Group,** Manchester – 14 March 2013

South West & South Wales
- **Everything Everywhere,** Bristol – 10 April 2013

SPECIAL INTEREST GROUPS

- **CSI SIG** Computacenter, Hatfield – 30 January 2013
- **Transition Management SIG University of Nottingham,** 18 April 2013
- **CSI SIG** SCISYS, Chippenham – 27 June 2013

NEW MEMBERS

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

INDIVIDUAL

- **Bloomberg LP**
  (Clare Burns)
- **Bluechip Customer Engineering**
  (Mike Tricker)
- **Glamorgan Information Security Ltd**
  (Malcolm Pugh)
- **Phil Mackenzie**
  (Phil Mackenzie)
- **Arab Banking Corporation**
  (Nelson Villate)
- **BG Group plc**
  (Abi Ihenacho)
- **Chemtura**
  (Dennis Neal)
- **Close Brothers**
  (Peter Vidal)
- **JDI Limited**
  (Kenny Adesanya)
- **Mary Linden**
  (Mary Linden)
- **Oasis Community Learning**
  (James Glover)
- **Penman IT**
  (Hutton Henry)
- **Sue Haffenden**
  (Sue Haffenden)
- **Black Ten Ltd**
  (Susan MacNab)
- **Independent**
  (Duncan Watkins)
- **IT Capability Solutions Ltd**
  (Adrian Blant)
- **KPMG Advisory Services Co Ltd**
  (Aphena I.F.Lin)
- **NGFF**
  (Roger Bennett)
- **Sharon Frisby**
  (Sharon Frisby)
- **University of Helsinki**
  (Jukka Toivola)
- **Voluntary Service Overseas**
  (Georgina Agyekum)

STUDENT

- **Futures Housing Group**
  (Gavin Hitchcock)
- **Birkbeck, University of London**
  (Philip Martinez)
- **Sussex Police**
  (John Ball)

COMPANY 5

- **Integralis**
  (Gary Barker)
- **Wavex**
  (Helen Bayliss)
- **NTT DATA**
  (Damian Bowen)
- **QT&C I Solutions Ltd**
  (Jodie King)

COMPANY 10

- **The Coal Authority**
  (Craig Jeacock)

COMPANY 25

- **AXA Technology Services UK**
  (Craig Platt)
- **Microsoft UK**
  (Steven Treece)
- **Wm Morrisons**
  (Philip Dockney)

COMPANY 900

- **Fujitsu Services Ltd**
  (Kate Freeman)

NEW MEMBERSHIP RATES

As from the beginning of 2013 there will be a new, simplified fee structure for itSMF UK membership, as follows:

INDIVIDUAL - £120 + VAT

Individual membership is intended for sole traders, independent consultants and those wanting to discover what itSMF UK has to offer.

COMPANY MEMBERSHIP

Company membership is based on the number of named users rather than the size of the organization itself. Named users have access to all itSMF services and discounts.

Up to 5 members - £450 + VAT

Up to 10 members - £600 + VAT

Up to 25 members - £800 + VAT

Up to 50 members - £1100 + VAT

For company rates above 50 members, please contact colin.dudley@itsmf.co.uk

STUDENT - £30 + VAT

Open to all students in full-time education.

We're currently finalizing a new add-on to itSMF UK membership, which will provide access to the ITIL Lifecycle Suite at specially reduced rates. Please contact the office for more information.

I AM A MEMBER BECAUSE...

Thanks to all those who took part in the itSMF UK Christmas competition. We simply asked participants to complete the sentence "I am a member of itSMF UK because..."

Among the many entries, some more serious than others, there was an amazing range of new interpretations for the itSMF abbreviation, such as itSMightyFine, itS More Fun, itS My Focus for the Future, and I'm Targeting Successfully and Mastering Fully Service Management.

"It was hard to choose a winner from the many excellent responses," said judge Ben Clacy, "but it was clear that most of those who responded really value the opportunity to learn from other members' experience and share their own expertise."

The winning entry, from Richard Wright of English Heritage, really captures the essence of itSMF UK membership:

"It brings me together with everything that's best about Service Management: best practice guidance, seminars, workshops and special interest groups, an excellent annual conference, all the leading suppliers, consultants and trainers in the industry and everyone else who is serious and passionate about Service Management."

Congratulations to Richard, who wins a lunch cruise for two on the Thames.

A VERY BUSY QUARTER AT HOME AND ABROAD

It has been another very busy three months at itSMF UK, with many activities going on. Personally I attended:

- The itSMF International Annual General Meeting and Chapter Meeting in Stockholm, prior to the itSMF Sweden annual conference where I presented on the topic of 'Enhancing business value'

- Many itSMF International teleconferences, involving representatives from chapters across the world

- The hugely successful itSMF UK conference (and AGM), where I had the chance to meet and talk with many members and their partners.

- The itSMF Italy conference in Milan, where I presented on 'Delivering business value'

- Events in Belfast and Dublin, where I spoke about 'Why accurate information is so important' in the delivery of IT services and business value.

- The main itSMF UK strategy and planning two-day meeting in December.

International business

The main outcomes from the International AGM and Chapter meeting in Stockholm were the agreement of:

- The four basic tenets, that itSMF International:

  1. will not engage in activities that compete with any chapter

  2. will reimburse chapters for any lost revenue from competitive activities

  3. will tender independently and agnostically for any services that are required

  4. will include chapter leaders in future board meetings, both physical and virtual.

- Six strategic principles, that itSMF:

  1. is currently a fellowship organization, but we need to work towards a fellowship that owns intellectual property (IP)

  2. needs to develop and bring together and share IP and content

  3. needs increased presence as a global entity and engage in significant stakeholder relationships

  4. needs to use chapter resources more effectively

  5. is 'not for profit', but needs to increase revenue to invest

  6. needs greater collaboration to act as a global entity.

- The restructuring of the International Executive Board (IEB) to include permanent representatives of larger chapters and permanent elected representatives from smaller chapters, as well as elected independent representatives

- The creation of a working group to develop a proposal for the restructuring of the IEB

- Amendments to the procedures for the changing of levies.

New roles on the Board

This year's AGM was a lively and well-attended meeting. A number of changes to the structure of the chapter organization were agreed, to reflect the shifting focus of our Board and Executive Sub Committees (ESCs):

- The role of International Director was removed from the Board and the associated responsibilities incorporated into the Chairman's role

- A new role of Governance and Ethics Director was established

- The name of the Qualifications and Standards ESC was changed to the Certifications and Standards ESC, and the Services ESC became the Member Services ESC

- The role of the Institute of Service Management President was officially replaced in all documentation by the People and Education ESC Chair

- References to the Marketing ESC were removed from the organization paper

- Dave Jones was re-elected unopposed as chair of the Certification and Standards ESC

- Vernon Lloyd was elected Governance and Ethics Director

- The Management Board, in the absence of any qualifying nominations for the role of Finance Director, were authorized to co-opt or appoint a Finance Director for a period of two years. Alan Thomson was duly appointed.

As a result of all of this, we welcome Vernon Lloyd, Dave Jones and Alan Thomson back onto the Management Board and also welcome Jane Suter as the new Chair of the People and Education ESC, her first time on the Board. It is with regret that we have to say goodbye to Matthew Burrows – I would like to express my thanks for his outstanding contributions to the Management Board over the last few years.

The two-day itSMF UK strategy meeting in early December focused on the key challenges facing itSMF UK over the next few years. Our strategy, vision and objectives were reviewed, revised and agreed, and our financial objectives and targets for the next three years were confirmed and put in place. The restructuring of the Management Board, the roles, relationships and interfaces of the new functions (outlined in my report in the last issue of ServiceTalk) were also discussed and further refined. It was also agreed that wherever possible the ESC vice-chairs would be encouraged to be more involved in the activities of the Management Board.

In the office, our Events Coordinator Lucie James has decided to leave us and pursue her theatrical aspirations. We are sad to see her go, but wish her every success with her new challenge.

Finally, on a more personal note, I ran the Clarendon Marathon at the beginning of October. This is a cross-country marathon that follows the old Clarendon Way footpath from Salisbury to Winchester. Despite running an extra mile and a half, I still managed to win my age category, finishing in an official time of 4 hours 40 minutes. I'll also be running in Ashley's Big Challenge (see page 10 for more information).

Colin Rudd
Chairman, itSMF UK

> **IT WAS AGREED THAT WHEREVER POSSIBLE THE ESC VICE-CHAIRS WOULD BE ENCOURAGED TO BE MORE INVOLVED IN THE ACTIVITIES OF THE MANAGEMENT BOARD.**

ITSM12 DEEMED 'A RESOUNDING SUCCESS'

Attendees at ITSM12, itSMF UK's 21st anniversary conference, have declared the event a resounding success, with around 900 delegates, speakers, sponsors and exhibitors gathering at the Novotel London West in Hammersmith for two days of exceptional service management presentations and networking.

"It was our third year running in London," said Chief Executive Ben Clacy "And we were extremely pleased with the feedback from attendees, many of whom had travelled from chapters overseas to take part in the event. There was a real focus on practical issues from service management practitioners, and an opportunity to hear from all our special interest groups."

IT visionary Simon Wardley opened the programme on the Monday morning, giving the delegates plenty of food for thought. From there the conference divided into six break-out streams, offering attendees the opportunity to concentrate on service management case studies, core ITSM issues, interactive sessions, people issues and CPD, member showcase sessions, or future directions.

One now-regular feature on the programme was an interactive plenary discussion, with the audience voting on the burning issues of the day debated by panellists Ken Goff, Theresa Wright, Jane Humphries, and Don Page. This was followed by presentations

from this year's Project of the Year award finalists, Avis Budget Group, the Cooperative Banking Group and Vodafone.

"The Conference provided an excellent opportunity to discuss the challenges and concerns facing our members," said itSMF UK Chairman Colin Rudd, "as so many organizations are trying to provide an improved service with more limited resources. The real value of Conference lies in finding out how other members are tackling similar challenges."

Other Conference highlights this year included:

- A surprise flashmob before the Awards Dinner, courtesy of Best Management Practice
- An update on the latest Cabinet Office announcements regarding the future of ITIL
- Presentation of itSMF UK Course Endorsement certificates to Pink Elephant, G2G3, Sysop and HP
- An entertaining and thought-provoking

closing plenary from Sarah Winmill of University College, London

"We're very grateful to the 50+ sponsors and exhibitors who supported the Conference, particularly our platinum sponsors ServiceNow and Devoteam," said Clacy, "without whom the event simply would not be possible."

itSMF UK will be moving its annual gathering to the West Midlands next year. ITSM13 takes place at the International Convention Centre on 4th and 5th November 2013.

WINNING THE PAUL RAPPAPORT AWARD - A PERSONAL VIEW

As I walked back from receiving my award, it felt like I was in a dream. For me the Paul Rappaport Award for Outstanding Achievement was something I'd seen my mentors and predecessors receive, but it always felt slightly out of my reach.

The emotions were huge. I felt immensely proud yet humble, humble because for me it is itSMF itself that deserves an award, and all the fantastic people I've been lucky to work with.

For me the award means everything, having been involved with itSMF UK and the industry since the early 1990s. I feel privileged to have been able to shape and influence its direction, especially coming from an end-user perspective.

The saying goes "you get back what you put in" and this is true of itSMF. The award is special but itSMF UK has already paid back my contribution a hundred times over: the personal development, the network of peers and the support the organization gives have gone a long way to developing me into the person I am today. On my journey from new entrant Service Manager to Chief Information Officer of one of the UK's largest organizations, itSMF has been there, every step of the way.

There are very many people who've helped me on this journey and I thank you all: former colleagues at E.ON (Powergen) and Severn Trent, my fantastic team at HM Revenue & Customs and the many people I've met via itSMF UK.

I would however like to highlight a very special few to whom I owe so much: Maggie Kneller who first introduced me to ITSM and coached me so well; Dave Wheeldon and Tony Price who trained me in ITIL and have remained friends ever since; and Clare Tilley who has always been the best 'right hand woman' anyone could ask for.

I'd also like to say a huge thank you to you the membership of itSMF UK for this honour, and I'd encourage you to get involved. I promise everything you put in will be paid back a hundred times!!!

Mark Hall
Chief Information Officer, HM Revenue & Customs

The winners and finalists at this year's awards - at a glance

PAUL RAPPAPORT AWARD FOR OUTSTANDING CONTRIBUTION TO IT SERVICE MANAGEMENT
(sponsored by Pink Elephant)
Presented to an individual who has made a sustained and outstanding contribution over a number of years to the field of IT service management.

AND THE WINNER IS... Mark Hall, CIO, HMRC

SERVICE MANAGEMENT PROJECT OF THE YEAR
(sponsored by Marval)
Presented to the organization that has completed the most successful and challenging IT Service Management project during the year.

AND THE WINNER IS... The Co-operative Banking Group

Finalists: Vodafone
              Avis Budget Group

CONTRIBUTOR OF THE YEAR
(sponsored by Pink Elephant)
Presented to an individual who, in the judges' view, has made an outstanding contribution to the itSMF UK organization as a volunteer in the last year.

AND THE WINNER IS... Steve Straker, Fujitsu Services

Finalists: Stuart Wright, Severn Valley ITSM
              Jane Suter, Red Tiger Consultancy
              Martin Neville, Audit Commission
              Mike O'Brien, QA
              Alison Cartlidge, Steria

SERVICE INNOVATION OF THE YEAR
(sponsored by Peoplecert)
Presented to the organization offering the most novel product or service offering that has been developed over the past year. Finalists are assessed on the level of ingenuity and inventiveness in their offering and the originality of the solution.

AND THE WINNER IS... Stockport Council

Finalists: Sunrise Software
              Fife Council
              Telefonica UK Ltd

SERVICE MANAGEMENT TEAM OF THE YEAR
(sponsored by BCS)
Presented to the members or leader of a team that have supported each other and their customers in providing inspirational service delivery and significant business benefit.

AND THE WINNER IS... HM Land Registry

Finalists: The Co-operative Banking Group
              Foster & Partners

SUBMISSION OF THE YEAR
(sponsored by IT Training Zone)
Presented to the author of the white paper, article or case study that provides the most informative, educational and thought-provoking ITSM content.

AND THE WINNER IS... Ian Macdonald, The Co-operative Banking Group

Finalists: Kevin Holland, Independent Consultant
             Andrea Kis, Macmillan Cancer Support and
             Matthew Burrows, BSM impact

TRAINER OF THE YEAR
(sponsored by APMG International)
Presented to the individual who has been the most successful and consistent IT Service Management trainer during the year.

AND THE WINNER IS... Duncan Anderson, Global Knowledge

Finalist: Peter Saul, Smatra

STUDENT OF THE YEAR - ITIL
(Sponsored by the Official ITIL Accreditor)
Presented to the ITIL student who has achieved ITIL Expert through the current ITIL qualification scheme between 1 August 2011 and 1 August 2012 with the highest average score across all Intermediate and MALC modules.

AND THE WINNER IS... Peter Mullett , Identity and Passport Service

Finalists: John Hyde, Emerson
             Paul Williamson, RFI Global Services

STUDENT OF THE YEAR - ISO/IEC 20000
(Sponsored by APMG International)
Presented to the individual who has achieved the highest marks in the ISO/IEC 20000 Consultants examination during the year.

AND THE WINNER IS... David Lucas, BT

Finalists: John Griffiths, Fox IT
             Richard Stone, Fox IT
             Martin Lee Hall, ITSM Consulting
             Paige Lattimer, Capita
             Michele Campbell, Capita

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ITSM 12

REFLECTING ON GLORY AT THE ANNUAL AWARDS

ROS SATAR CAUGHT UP WITH SOME OF THE WINNERS OF THIS YEAR'S IT SERVICE MANAGEMENT AWARDS TO FIND OUT ABOUT THE PROJECTS AND ACHIEVEMENTS BEHIND THE TROPHIES.

Service Management Team of the Year - Land Registry Information Systems

Team of the Year is a brand new award this year, offering recognition for the team who really inspired enthusiasm for service management and encouraged best practice across their organization. How fitting, then, that the leader of the first team to take this trophy is a man who exudes nothing but passion, enthusiasm and pride for his team's accomplishments.

Mal Young's team of seven civil servants at HM Land Registry have worked hard to engage their wider audience, putting change and configuration management at the heart of their ethos. In doing so they have created a culture of excellence which has helped them to achieve their ISO/IEC 20000 certification this year.

According to Mal Young: "We wouldn't have received the award had we not had such tight control over change, configuration and all the other processes that we need to do the job right."

The key to their success has been to keep the organization in the limelight, and to make it stand out from the crowd. "It was all about making people think differently and say actually it can be fun," said Mal.

"Process doesn't have to be dry."

The team constantly look for ways to improve by leveraging their service management tool, from Marval. Mal said: "We constantly try to think in terms of the big picture. Can we automate through the service management tool? Do we need to do something different with the way our processes interact with other people's processes?"

The Land Registry team is busy and vibrant with a great culture and ethos, and they all seem to get on well together, which really helps. "My team is the 'A' Team – The A is for attitude," he said.

Like any good leader, Mal Young wants the whole team to be recognised for the achievement. The other members of the team are:

- Deborah Pitt – Configuration Manager
- Sei Jip Wong – Senior Change Management Practitioner
- Tony Truscott – Senior IT Service Management Technician
- Angie Bailey – Change Analyst
- Mark Ayres – Management Information Analyst
- Chris Beynon – Configuration Management Analyst.

Student of the Year ISO/IEC 20000 – David Lucas, BT Solutions, BT Ireland

David Lucas achieved the highest mark in the ISO/IEC 20000 examinations, after a week long course, scoring exceptionally well in both a written and multiple choice exam.

BT Solutions in Ireland provides managed services for 400 customers, and achieved their ISO/IEC 20000 accreditation in August 2012. The organization has been focussed on attaining accreditation for this part of the business for a while, seeing it as a major differentiator against their competitors.

David explained: "As a practitioner, it gives you the knowledge to be able to have conversations across the full ITSM environment.

"The certification shows you know what is required of an ISO/IEC 20000 audit, you know what they're looking for."

David works as part of a team pulling together design expertise into delivery project management and transition into service. His next goals are to work within the organization to leverage the accreditation, and to make it a success.

Trainer of the Year – Duncan Anderson, Global Knowledge

Like many trainers, Duncan Anderson is a well travelled man.

Part of the assessment that led to his winning the Trainer of the Year award was based on his non-certification-based training for a large global company, travelling around the word, educating people on the integration of service management and project management.

"This advanced work has been very exciting," he said. "That is not to say that there is no satisfaction in running public courses in ITIL Foundation, for example. It is always enjoyable to help people develop new skills; but the deeper conversations you get involved in during a MALC [Management Across the Lifecycle] training session are equally interesting and satisfying."

Duncan recently returned from Paris, where he had run some ITIL intermediate courses for a large global service provider. He said: "The fact that it's all with one company is quite nice. To get to know them, how they work, their challenges and how things link together, you get that connection."

His aim is to continue with more projects of this kind, and to move into other channels, for example virtual classroom delivery, as well as developing content for an Open University post-graduate certificate.

He explained: "The content with some of this work is quite deep, because the prerequisite is ITIL Expert. It involves more niche specialist areas, such as integration with the Agile methodology and service management governance."

Innovation of the Year – 'RoamKey' – Stockport Metropolitan Borough Council

Stockport Council's ICT Department won this year's Innovation of the Year award for developing the 'RoamKey' – a flexible secure solution to provide users with access to the Council's ICT facilities from almost any PC or laptop.

It is a secured stand-alone operating system, stored on a portable USB pen drive and fully locked down so users cannot modify settings, store data or transfer data to other media. It can be booted up in isolation from the PC/laptop local hard drive to subsequently gain access to their corporate desktop services.

Andrew Kirkham, ICT Manager at Stockport Council said: "To win an Innovation award from an organization as big as itSMF against big players in private industry is a massive morale booster for the team."

The team had to consider developing their own solution when commercially available products were deemed too expensive, and not capable of meeting strict security requirements.

Andrew said: "The technical team decided to look at using open source software to build our own product. The guidelines we have to work to are very specific and well documented so it was just a matter of ensuring that we complied with all the mandatory requirements."

The team had to educate users on how to change a computer's boot settings so that it would search for the presence of the USB, and once they proved that this would not affect the normal operation, users were happy to adopt it.

Andrew concluded: "I think this award has raised the profile of Stockport and our product and this can only increase our chances of making it a highly saleable product."

Contributor of the Year – Steve Straker, Fujitsu Services

Unlike the previous awards, which are based on detailed submissions and educational achievements, Steve Straker became the inaugural recipient of an award that is in the gift of the itSMF UK.

Contributor of the Year is awarded to an individual who has made an outstanding contribution to the itSMF UK organization as a volunteer. It is a closely contested award, as an army of volunteers give generously of their free time and expertise to make the itSMF UK what it is today.

Steve has been offering his spare time to the itSMF UK since 2002, and has seen many changes in the past ten years.

He explained: "Back in 1999 I was part of a team that won Project of the Year."

"You bask a little bit in the glory as you've won something, but afterwards you think maybe you ought to put something back in."

In 2002 he felt ready to start contributing, and since then he has been involved in some landmark projects. He set up the first Special Interest Group in 2005, has participated in numerous committees and sub-committees, and worked with three

CEOs and four Chairmen in those ten years.

He said: "I've seen the organization grow and improve, but I've been part of those improvements, and I've been lucky to work with other people in the industry who feel passionate about putting something back in."

The volunteer pool is understandably fluid, especially in the current economic conditions, but Steve is optimistic. "I see it starting to build back up again. I think working with like-minded people there's a little bit of camaraderie, a little bit of spirit that you're all working towards one goal.

"For me, receiving this award in its first year, I feel like I've won the equivalent of the MBE."

Other winners

Other award winners this year included:

• Project of the Year - the Co-Operative Banking Group
• Submission of the Year - Ian Macdonald, the Co-Operative Banking Group
• ITIL Student of the Year - Peter Mullett, Identity and Passport Service
• The Paul Rappaport Award for Outstanding Contribution to IT Service Management - Mark Hall, HMRC.

Many congratulations to them all!

Ros Satar is a freelance ITSM writer and analyst.

ITIL AND ISO/IEC 20,000: TOGETHER OR APART?

Is there synergy in using ITIL and ISO/IEC 20,000 together?

The benefits that organizations receive (or do not receive) by combining the use of ITIL and ISO/IEC 20,000 has recently been the subject of a major piece of research sponsored by APMG International. The ultimate objective of the research is to develop some case studies on the combined use of the international standard and the best practice framework, and to examine the synergies between them.

The first phase of the research described in this article was a survey managed by the author on behalf of APMG. It explored industry views of:

• The use of ITIL alone and of ISO/IEC 20,000 alone;

• The benefits and barriers to adoption of both together;

• Certification under ISO/IEC 20,000-1.

The survey was developed in English by a panel of experts, piloted in Japanese via itSMF Japan, and then translated into French, Castilian Spanish and Latin American Spanish. Particular thanks go to Jouji Koyama of Fujitsu for help with the translation and distribution of the Japanese version.

Who responded?

People who respond to surveys are not a random sample but a 'self-selecting' group. Inevitably, respondents to this survey have an interest in ITIL and/or ISO/IEC 20,000. I believe the results are sufficiently reliable, though, for broad-based conclusions to be drawn about the views of the target group.

Figure 1: Responses by country/region

544 people completed the survey, over 60% of whom work in service delivery or improvement. 48% of responses were in English, 23% in French, 19% in Japanese, and 5% in each of Castilian and Latin America Spanish.

Service management professionals in 60 countries responded. Countries where very small numbers responded are grouped into regions, as shown in Figure 1. This protects anonymity and simplifies representation of the results by country. Care was taken to avoid conclusions being skewed by the different response rates per country.

The use and benefits of ITIL

83% of those who responded are using ITIL and 10% are intending to use ITIL in the future. The survey did not ask to what extent ITIL was used, but comments indicate that partial adoption is common. Some organizations regard themselves as users of ITIL v2.

> We intend to use the best parts of ITIL. We will never use all of it.

Within the overall average for ITIL adoption, there was a wide range of views. For example, only 60% of those responding from Africa & Middle East and Central & South America have adopted ITIL, contrasting with almost 100% of those from the USA and Switzerland.

The benefits that respondents have derived from ITIL are shown in Figure 2. As can be seen, the most common benefit selected for ITIL is 'Guidance on best practices'.

Use and benefits of ISO/IEC 20,000

There was a wide variety of responses about ISO/IEC 20,000. The largest group of respondents were those who were already 'certified under ISO/IEC 20,000-1' (29%),

with a further 22% planning to move towards some level of adherence in the future. See Figure 3.

Comments from those who selected 'Not interested in using ISO/IEC 20,000' were typically that ITIL is sufficient or that their customers do not ask for certification.

> **We follow the ITIL best practices and it is sufficient for us at the moment.**

The most commonly selected benefit of ISO/IEC 20,000 was 'Credibility improved', as shown in Figure 4 .

> **Customer credibility, higher reputation, status symbol, marketing etc. - during engagement with the customer**

61% of all those that responded said that certification under ISO/IEC 20,000-1 is useful.

ISO/IEC 20,000 without certification

For organizations using ISO/IEC 20,000 without certification, 'Better service' was selected more often than 'Credibility improved', contrasting with Figure 4.

Use without certification means assessment without the overhead of certification, training, consultancy. No single country or region is dominant in this 'without certification' cluster.

> **We are not a delivery organization so the organization will not certify. Having our consultants trained in ISO/IEC 20000 is of great value.**

ITIL & ISO/IEC 20,000 together

Of those organizations that have adopted ITIL:

• 84% were aware of ISO/IEC 20,000;

• 54% were using ISO/IEC 20,000 (26% use ISO20k, but can't or don't want to be certified, while 28% use ISO20k AND are certified.

In Spain, all ITIL users that responded are aware of ISO/IEC 20,000 and 63% work for organizations certified under ISO/IEC 20,000-1. The high percentage of certifications in Spain is partly due to a Spanish Government scheme that encourages certification, showing that government support for the scheme can make a substantial difference to the level of take-up.

Figure 2: Use of ITIL

This section of the survey also revealed that:

• 5% of certified organizations have not adopted ITIL and 9% of those that use ISOI/IEC 20,000 but are not certified have not adopted ITIL. There is no pattern to what is used instead of ITIL.

• 1% of those that responded have not heard of ITIL and 4% have not heard of ISO/IEC 20,000. There is no clear pattern by country, language or role among this group.

• 1% of those that responded have stopped using ITIL. A different 1% have stopped using ISO/IEC 20,000. For both, the most common reason is that it was too expensive.

To test the industry perception about the use of ITIL and ISO/IEC 20,000 together, we asked respondents how strongly they agree with six statements, using a scale of 1 for complete disagreement through to 10 for complete agreement. The results are shown in Figure 5.

Overall, there is broad-based support for the idea that combining the use of ITIL and ISO/IEC 20,000 adds value. The statement that is given the most support is 'ITIL & ISO/IEC 20,000 together improves processes' (7.5 out of a possible 10).

> **We think it is difficult to continue our operation that vaguely complies with ITIL. Thus, by obtaining ISO/IEC 20000, which is a certification standard, some sort of compelling force will be created, helping us to continue our operation in compliance with ITIL.**

The statement 'ITIL adds value to ISO/IEC 20,000' is supported more strongly at 7.4 than 'ISO/IEC 20,000 adds value to ITIL' at 7.0.

The topic with the least overall support is 'ISO/IEC 20,000 provides certification for ITIL', at 5.1. This average of 5.1 is the result of widely varying ratings. It prompted the most comments out of the six.

Latent demand

There is substantial latent demand for certification under ISO/IEC 20,000-1. Figure 6 compares 'Certified' and 'Latent demand' (ie organizations planning or working towards certification).

Figure 3: Use of ISO/IEC 20,000

Figure 4: Certification under ISO/IEC 20,000-1

ITIL and ISO/IEC 20,000: together or apart?

Figure 5: How strongly do you agree....

Chart values:
- ITIL & 20000 together improve processes: 7.5
- ITIL adds value to 20000: 7.4
- ITIL & 20000 together improve service: 7.4
- 20000 adds value to ITIL: 7.0
- ITIL & 20000 together reduces service cost: 5.8
- 20000-1 provides certification for ITIL: 5.1

Figure 6: Latent demand

encouraging and supporting best practice and certification.

Rapid and recent changes in culture, economic status and political system also encourage the use of ISO/IEC 20,000-1 for certification. Anecdotally, this is more common in countries such as those that were previously part of the USSR and some countries in A frica or Central & South America.

Organizations that have used other international standards are more likely to be pre-disposed towards certification under ISO/IEC 20,000-1, sometimes with adoption of ITIL as a later stage.

What happens next?

200 people volunteered to be contacted for follow-up interviews, representing a mixture of countries, languages, roles and views. This gives us an excellent opportunity to collect views on a regular basis and to extend the survey to more languages. We are very grateful to all those who have taken part so far.

Jenny Dugmore of Service Matters is a service management consultant. She was the chair of the ISO group responsible for the development of the 20,000 series, has been involved in ITIL development, and in 2005 was awarded the itSMF UK's Paul Rappaport Award for Lifetime Achievement for her contribution to service management.

Migration from ISO 9001 to 20,000 in 3 years

Several countries/regions show a larger latent demand than the percentage already certified. These are less likely to be users of ITIL compared to the overall average. For example in Central & South America 59% of respondents are ITIL users compared with 83% overall, and 90% consider certification useful compared to 61% overall.

What did the UK say?

The UK are remarkable in their views if only because most results are consistently 'middle of the road' compared to the other responses. Some small differences include ITIL use (90% versus 83% on average) and 'Legislative/regulatory compliance' as a notable benefit for certification under ISO/IEC 20,000-1 (18% versus 4%).

Why do views differ?

The range of views provides some of the most interesting information from the survey. The key factors that influence the take-up of one or both are shown in Figure 7. They are a complex mix of:

- Language and region or country
- Strength of local itSMF chapter / role models / local enthusiasts
- Culture, economic status and political system
- Use of other best practices or standards

The use of both ITIL and ISO/IEC 20,000 is influenced by country and language, as described above.

Canada is an interesting example of differences within a country and across languages. 25% of those certified responded to the French language survey and 75% to the English language version. Among those aiming for certification, 43% responded to the French language version and 57% to the English language version. This indicates a faster growth in French-speaking Canada. This was unexpected because ISO/IEC 20,000-1 and ISO/IEC 20,000-2 were published simultaneously in English and French, so a time-lag due to translation is not an issue for Canada.

There is a 'chicken and egg' aspect to take-up. If there are no role models such as similar organizations certified under ISO/IEC 20,000-1 or a local itSMF branch, some businesses find the perceived changes too daunting. The survey figures suggest that the role of mentors is very important in

Figure 7: Key Influences on views

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SHOULD AN SLA DEFINE WHAT THE CUSTOMER WANTS OR WHAT YOU CAN MEASURE?

Should an SLA define what the customer wants or what you can measure?

I was involved in a discussion about SLAs on Twitter recently.

Some people felt very strongly that if you can't measure something then it should not be included in a service level agreement (SLA), even if the customer says that this is the most important thing they want from the service. I disagreed because I think the most important thing to put in an SLA is a description of what your customer wants, even if you can't measure it.

How can we resolve this, so that we provide SLAs with measureable targets that still address the unmeasureable things that customers have asked for?

The worst possible approach is to insist on an IT-centric view of services, where everything is defined in strictly measureable terms. I have been involved in a number of escalations where the IT service provider has met all of their targets, but the customer has not been happy. This has almost always been due to the customer having signed up to an SLA that didn't really describe what they wanted, because the outcomes they cared about could not be easily measured.

One way of dealing with this issue was described in a blog by David Cannon (@ITILSO) recently. David's suggestion is that you should start by defining the desired outcome (what the customer wants). Then identify the factors that will make that outcome possible, then define what is needed for those factors to be achieved, and keep going till you have a list of factors that you can measure and control. This approach is certainly better than ignoring the required outcome and just defining measureable IT metrics, but (as David notes) "You will discover some factors that cannot be controlled due to physical or business limitations" and also you will discover some factors that can't be easily broken down into the exact conditions required to achieve them.

When I was thinking about this issue recently, I remembered similar situations from when I was bringing up my children. I expected them to behave properly, but I could not possibly list every single thing that I expected of them. Even if I spent many hours on this they were quite capable of coming up with some new and unexpected behaviour that I hadn't thought to ban! This didn't mean that they could do anything they wanted so long as they met the measureable criteria that I had defined. I told them that they had to behave properly and then gave them examples of the kinds of evidence that would demonstrate this. When we came to discuss their behaviour we could look at the evidence, but the thing we had to agree about was the overall behaviour, not the specific things that I had, or had not, told them to do. I never told my kids that they weren't allowed to set fire to their beds, but that doesn't mean that it wasn't a requirement!

This same approach can be used to define service levels.

1 Ask the customer what they want and write that down.

For example "IT failures will not have a significant impact on the business" or "Responses to requests for new service features will be flexible and try to meet our changing needs". These may not be measureable, but if the customer agrees that you have achieved them then they will be satisfied with the service.

2 Think about what you can measure that could be used as evidence

that you achieved the things the customer cares about. For example "Priority 1 incidents will be resolved within four hours" or "Requests for new service features will be responded to within five working days with an approximate price". Discuss these targets with the customer and make sure they agree that if you achieve the measureable targets they would find this acceptable. Your SLA now has two different types of statement: the things the customer really wants, that you can't measure, and for each one of these a set of things you can measure that will provide evidence that you have delivered what was agreed. So far this is quite similar to David Cannon's approach.

3 Measure the agreed targets and provide data for use in customer reviews.

These reviews typically take place once a month. Present the data about your achievements against measureable targets and ASK the customer, "Are you satisfied that we delivered the outcome for which this is the agreed evidence". In other words you should be discussing the customer outcome, and using the measureable data as evidence to show what you achieved. The key point is that it is achievement of the outcome that matters; the measured data is just evidence. Sometimes the customer may be dissatisfied with the service even if you achieved all the targets. As a service provider you should use this as an opportunity to understand why the customer is not satisfied, and whether the targets (and the service) need to be improved. On other occasions the customer may be satisfied even though the numeric targets were not met. This is also an opportunity to improve the targets. The important points are:

- Spend most of the time in customer review meetings talking about the agreed outcomes, not about the measureable targets.

- If you failed to meet customer expectations for an outcome then accept this and work with the customer to understand how you can meet their expectations in future. Don't hide behind the data and tell the customer they are wrong!

There has been a big change in IT Service Management over the last few years. It is no longer acceptable to take an IT-centric view of services. We must all understand how our services create value for our customers, and how everything we do contributes to that value. Based on that understanding we can make sure that we keep satisfied customers by delivering the services that they really want, not just the services that we know how to measure.

Don't think that this doesn't apply to you because of the type of services you offer, or the type of service provider you are. It applies equally to everyone. I have heard people working for outsourcing organizations say that they should never deliver more than they have specified in the measurable targets, and that to do so would undermine negotiations for upgrades and renewals. I think that this is exactly the wrong way to think about it. If you want your customers to renew their contracts, if you want them to recommend your services to others, if you want to win more of their business, then you absolutely must focus on customer outcomes, and not on measurable targets.

You can follow Stuart on Twitter - @StuartRance

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

Microsoft® System Center 2012

Service Manager

Productive Infrastructure and Predictable Applications

CaseD Dimensions
Integration Enables Automation

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

CMDB   Workflow   UI

- 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

PROBLEM MANAGEMENT AND THE THINKING SUPPORT ORGANIZATION

SAM BODLEY-SCOTT AND STEVE WHITE CONTINUE TO EXPLORE THE IDEA THAT IMPROVING THE BRAINPOWER OF YOUR ORGANIZATION MIGHT BECOME THE KEY TO YOUR COMPETITIVE SUCCESS

In part 1 of this article (in the Autumn issue of ServiceTalk), we started by asking why the thinking patterns we, as individuals, use to run our lives cannot be relied upon to shape the thinking within our organizations. In part 2, we'd like to consider how these thinking patterns can be modified to produce superior cerebral performance for both individuals and teams. Finally, we'll go on to outline how some of these ideas can be introduced in such a way as to create a true 'thinking support organization'.

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?

Problem management and the thinking support organization

The art of balancing System 1 and System 2

On the surface it might seem that the answer is simply to get people to engage in more controlled, effortful, analytical thinking (what we refer to as System 2 thinking). But it's not that easy. The notion of everyone constantly questioning their own thinking would be tedious, to say the least. In reality our System 2 minds are much too slow to act as a substitute for System 1 thinking (automatic, instant, intuitive responses) in routine decision making; and anyway, since our thinking, whether System 1 or 2, is largely invisible how can we be certain our people's System 2 thinking is completed with the right degree of rigour? Each of us will have developed our own idiosyncratic approach to System 2 'analysis' and some of us will have developed better approaches than others.

To optimise our organization's thinking, our people will need to know how to use their System 2 minds, when to use them and, crucially, when to use them together. In the same way that we would give the members of a sports team routines and techniques that will help them coordinate their individual strengths to win the game, we need to give our people guidelines and procedures for gathering, sorting, sharing and using the information needed to feed their System 2 minds - and together, produce the highest possible quality solutions, both when time is of the essence, and when there is sufficient time to properly think into the corners of a problem.

Over 50 years ago, social scientists Chuck Kepner and Ben Tregoe developed an understanding of how our analytical minds work and their ideas can help us understand how we might approach improving the quality of thinking across an organization. Their insight was to see that our System 2 minds were based on four distinct thinking patterns and, whilst people think in all sorts of different ways, every productive activity that takes place within an organization is related to one of these four patterns(6).

The four basic thinking patterns are reflected in the four kinds of questions we hear asked as an individual 'changes gear' into System 2 thinking:

- **What's going on?** Begging for clarification, it asks for a sorting out and a breaking down, a key to the map of current events, a means of achieving and maintaining control. It reflects the pattern of System 2 thinking that enables us to impose order where all has been disorder, uncertainty or confusion. It enables us to establish priorities and decide when and how to take actions that make good sense and produce good results.

- **Why did this happen?** Indicating the need for cause and effect thinking, this is the second basic thinking pattern. It is a pattern that enables us to move from observing the effect of a problem to understanding its cause or causes so that we can take appropriate actions to correct the problem or lessen the effects.

- **Which course of action should we take?** Implying that some choice must be made, the third basic pattern of thinking enables us to decide on the course of action most likely to accomplish a particular goal.

- **What lies ahead?** Looking to the future, the fourth basic thinking pattern enables us to assess problems that might happen – the decision that might be necessary next month, next year or in five years' time.

Kepner and Tregoe's contribution has been to document carefully the thought patterns of some of the best, clearest thinkers as they engaged their System 2 minds in each of these four thinking areas; bringing their methods into the open and converting them into systematic thinking processes – termed 'rational processes' – that can be made visible and shared with others.

Kepner and Tregoe found that, where organizations learned and mastered these 'rational processes', a common language could be introduced for shared System 2 thinking. The processes provide freedom to use System 1 where justified and ensure the introduction of System 2 thinking at the right time; first to challenge and check the veracity of System 1 responses and, where necessary, trigger shared, visible, high quality System 2 thinking.

As process mastery is integrated into System 2 thinking, it is inevitable and welcome that the patterns become recognisable and are used as automatic, instant, intuitive and involuntary patterns in System 1 – preparing the mind for a superior response to think clearly in stressful, low data, fast thinking situations such as Major Incident Management (both IT and business) and Incident Management, as well as in Problem Management and the management of the support organization itself.

Building a 'thinking support organization'

We have learned that, left to its own devices, System 1 can lead us astray. Indeed we might argue that poor quality, unchallenged System 1 thinking might account for the majority of poor problem solving and decision making we see in organizations today. We may speculate that the 'always on, dual screen, Facebook/ Twitter update' environment is fuelling a new expectation for more System 1 and lazy System 2 thinking in the workplace. We understand that, through the use of rational processes, we can harness and control our remarkable System 1 minds whilst at the same time provide the opportunity for improving our System 2 thinking both individually and collectively.

As we now start to think about how we might turn our support organizations into 'thinking support organizations' through the judicious use of Rational Processes, we are confronted with two pivotal questions:

- Where and when should we employ balanced System 1/System 2 thinking through the introduction of rational process thinking?

- How can we ensure this new approach to thinking will deliver the step change in business performance that we require?

The problem solving and decision making that is going on in your organization will, broadly speaking, happen in three places: in the heads of individuals and teams as they wrestle with thorny issues; in informal conversations with others; and during business meetings. As it would be unrealistic to believe we can create an immediate step change in the quality of thinking across all three of these spaces, we need to consider where to start sowing the seeds of improved organizational thinking so that they might germinate, grow and spread.

Experience suggests that a useful incubator for the growth of better thinking is in the relatively controlled environment of business meetings. By shaping the thinking that takes place here, not only will we have the opportunity to influence the quality of the most significant strategic and operational thinking, but through their participation in meetings, individuals will be exposed to a rational process approach that will improve the thinking associated with their day to day conversations and ultimately, to the way they balance their individual System 1 and System 2 minds. With this in mind, the first of our five steps to creating a 'thinking organization' is to identify the meetings that matter.

1 The meetings that matter

Some years ago we did some work with a major soft drinks company in the UK to improve the effectiveness of their meetings. One of our studies explored the byzantine system of meetings that took place across their organization and we came to the rather unglamorous conclusion that Pareto was alive and well and that 80% of the strategic and operational problem solving and decision making that actually mattered to them took place in only 20% of their meetings. So as we look at improving the quality of thinking in meetings, the lesson from this experience is that we might as well start by looking at those meetings that matter.

With the help of a relatively brief survey of how your senior leadership group chooses to run the business, we can start to identify a collection of meetings that shape an organization's nature, direction and progress. From this collection, one can pinpoint those meetings that matter by testing published meeting outcomes against a set of questions that might include:

- What is the evidence that significant strategic and/or operational problems are being addressed?

- What is the evidence that decisions are being made about the deployment of significant amounts of resources?

- What is the evidence that risks and/or

opportunities are being explored that could materially affect the nature and direction of the business?

Having conducted this analysis, you might be surprised how few of your meetings really matter!

The meetings in an Incident Management environment that apparently matter are those where there are many stakeholders, time pressure is on and seconds are costing money, but this is not the place to practise clear thinking skills – that's like getting to the World Cup and then figuring out how to play as a team – it's the 'warm-up' meetings where the team skills need to be practised and the patterns learned and honed.

2 Ensure you leverage genuine expert intuition

The next step in creating a thinking organization is to ensure that you have the right people involved in the 'meetings that matter'. Whilst many factors should shape who gets invited to a meeting, such as the need to secure a particular individual's commitment to an outcome, from the perspective of ensuring high quality thinking our objective must be to ensure we have the right experience in the room.

The notion that our intuition is based only on recollection (and that in the absence of directly relevant information our System 1 will simply make things up) should help us understand that the more direct experience attendees have of the issue the hand the more likely we are to produce a high quality outcome. As Kenneth Blanchard points out, "...remember, all the brains are not in the top of an organization."

Whether the purpose of the meeting is to engage with divergent thinking about a universe of future possibilities or possible causes, or with the convergent thinking associated with making a specific choice or manage a specific business risk, the question that must be asked is: how much direct, actual and real experience is there in the minds of proposed participants? If the answer is 'not enough', then beware that participants will unconsciously tell themselves stories and make information up.

3 Create the container

Next you need to ensure that you create the right physical, mental and emotional space for the meeting.

At the heart of any meeting is a conversation. The ability of people to converse easily is essential if their thoughts are to be combined and leveraged effectively.

A recent survey carried out by Courage Beer(7) revealed that, whilst the typical British adult spends a rather staggering four and a half hours a day talking, truly open and honest conversations are rare. Interactions that may be self-revealing, mildly confrontational or minimally unpleasant tend to be avoided. If the quality of our conversations could be improved, perhaps more partnerships could be forged, more deals agreed and the need for difficult change be better understood. If the communication interface between human minds is the conversation, clear, shared problem solving and decision making requires the highest quality conversations.

Research carried out by Marcial Losada and Emily Heaphy(8) showed that high performing teams meet and converse differently. In teams associated with the highest levels of profitability, greatest customer satisfaction and highest evaluations by colleagues, team members had developed the capacity to talk to each other in clearly observable ways. Specifically, three capabilities were noted:

1. They asked questions as often as they asserted their own opinions (1:1 ratio between advocacy and enquiry)

2. They showed as much interest in others as they did in themselves (1:1 ratio between focus on self and focus on others)

3. They made more positive than negative comments so enthusiasm and encouragement far outweighed criticism and cynicism (3:1 of positive to negative)

Problem management and the thinking support organization

Sarah Rozenthuler in her book Life Changing Conversations(9) describes the importance of creating what she terms a 'container' if you want to improve the quality of conversations. She explains that this container should be thought of as having two dimensions. Firstly it should be woven out of a set of behavioural rules, agreed by all meeting participants, that encourage open, shared thinking. If carefully crafted and honestly adhered to, these rules can promote the right balance between advocacy and enquiry, the right focus on self versus others and the maintenance of positive rather than negative energy. The reality is that most meeting participants will experience a degree of discomfort as these behavioural rules are introduced but, if unhelpful behaviours are gradually brought to the surface and managed, this more self-aware approach will become institutionalized.

The second dimension of the 'container' is physical. The notion of 'priming', discussed earlier, allows us to understand that the environment in which the conversation is contained will have some bearing on the quality of the thinking. Is the environment 'neutral' for all the team members? What is their experience of the chosen environment? Have prompts that might bias good, clear thinking been removed? As we explore, it's surprising what can trigger and prime your associative memory.

In an Incident environment, the conversation can move much more quickly when the current status of the situation is being broadcast real-time to all participants – this container facilitates smooth communication which can follow a thread of thought without pauses for rework.

4 Connect with respect

Next we need to ensure a harmonious melding of all participants at a meeting that matters and this can mean building an awareness of how people communicate and think. For example the Myers-Briggs personality type indicators(10), with which most will be familiar, help provide an understanding that what might seem like random variation in the thinking and behaviour of others is actually quite orderly and consistent – whether they prefer to focus on the outer world or on their own inner world (extraversion or introversion); whether they prefer to focus on the basic information provided or add interpretation and meaning (sensing or intuition). The same applies when making decisions, whether people prefer to first look at logic and consistency or first look at the people and special circumstances (thinking or feeling); and whether they prefer to get things decided or stay open to new information and options (judging or perceiving).

By investing in, understanding and actively using knowledge of a participant's different thinking and communication styles, our own communication can be moderated to accommodate how information lands with others whilst also allowing it to become easier for us to understand the nature of

communication and thinking offered by our colleagues. This ability to 'connect with respect' will help refine the quality of inputs and outputs of our System 2 deliberations. As, for example, extraverts may become able to resist the desire to just pump information out without filtering it first, sensors may realise they will sometimes have to deal with the abstract, feelers will understand that the first port of call for thinkers is always logic, and perceivers will try to understand that sometimes closure will be required.

5 Structure your thinking

By ensuring that you have the right knowledge and expertise available for the 'meetings that matter', by creating a 'container' in which participants can do their best thinking and by ensuring they have the capability to 'connect with respect', the foundations are laid for the delivery of some high quality thought. The final piece of the puzzle is to utilize a set of rational processes that can help structure your deliberations to ensure you use speedy System 1 when you can be sure of the veracity of the results produced and switch the conversation to analytical System 2 when more rigour is required.

The rational thinking processes in question are situation appraisal, problem analysis, decision analysis and potential problem, and potential opportunity analysis. Each reflects one of the four, core System 2 thinking patterns outlined earlier in part 1 of this paper. They are used to optimize the flow of thinking and the conversation within any meeting. Each rational process will be used at different times and in different ways during a meeting that matters, depending on the nature of the issues being resolved and the need to manage our impulsive System 1 thoughts. Any well-structured meeting will, however, typically start in the same place with the requirement to make sense of the situation and bring order to what can often seem like unmanageable chaos.

On first acquaintance, these processes may seem like powerful tools, capable of improving the quality of your collective thinking – and they are. The idea of structuring all your meetings in this way might feel like a pretty tough challenge, but remember the first time you tried to drive a car? Your System 2 went into overload, whereas today your ability to drive no longer takes effort because the skills required have become intuitive and now reside peacefully in your System 1. Similarly, with practice, the use of these rational processes will become intuitive and transform the quality of thinking; firstly in your meetings that matter and then more broadly as you become a thinking organization.

At its heart, the thinking organization is one in which, individually and collectively, System 1 and System 2 thinking is balanced and leveraged through the ability to have high quality, structured conversations. Crucially, people within a thinking

organization will be continuously vigilant of the more wayward impulses of their System

1. If we may leave you with one final puzzle:
A bat and ball cost £1.10
The bat costs £1 more than the ball
How much does the ball cost?

A number came to your mind which of course was 10p. The distinctive mark of this easy puzzle is that System 1 invokes an answer that is very appealing and very wrong. If you do the maths you'll see the correct answer is 5p. If, like 50% of students at Harvard, MIT and Princeton who answered the bat and ball puzzle, you got it wrong, ask yourself if you and your colleagues are letting your collective System 1s have a little too much influence over the nature, direction and performance of your organization.

Whatever resources your competitors may 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. For a business to survive and thrive, the theatre of war is the meaningful meeting, and the winning weaponry in your arsenal is your ability to think, think collaboratively and drive meaningful conversations.

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Sam Bodley-Scott and Steve White are Senior Consultants at Kepner Tregoe. Sam specializes in helping CxOs with strategy formulation and project portfolio management and Steve in helping incident and problem management in business and IT.

PREPARING FOR THE UNEXPECTED

On the day of the itSMF UK Business and Service Continuity & Major Incident Management seminar in Bletchley Park last month, the UK experienced the first snow of the season. Was this a challenge to the delegates? Had everyone prepared a contingency plan? Amazingly, everyone arrived safely and on time (even with one of the speakers travelling all the way from Scotland!)

After a brief introduction to the subject it was straight on to business with the first speaker. Peter Sloane of Provident Financial Group gave a very frank and funny view of the realities of continuity management. All those things that you forget about when preparing an off-site facility and the many seemingly small considerations that need to be in place. Things like whether people will know where to go, where they can get their sandwiches while they're there for an extended period, or how to contact all these people when there are no communication facilities. Peter spoke from years of experience of setting such plans up and of several real and near invocations. He reminded us to plan for uncertainty, because when it really happens you need to be clear about those things you can plan for.

A brief coffee and networking break and then over to Robin Gaddum of Ernst & Young who, using a series of case studies, asked some interesting questions about the lack of joined up thinking between the IT view of what constitutes a Major Incident and how the impact is assessed and responded to. He rounded up by pointing out how business and IT don't seem to speak the same language and indicated how a lot of this stems from poor integration of governance and a clear view between both sides of the risks, requirements and capabilities.

Steve White ended the first half of the day with a very interesting presentation on how people think and how the understanding of which 'mode' we are thinking in is critical to applying the right tools to a known or an unknown problem situation (see Steve's article in this issue). Much food for thought … immediately followed by food.

After lunch and an itSMF UK update by Chris Roberts, Carolyn Moir took us through the Baker Hughes '7 Keys to Success' for establishing Major Incident Management. This session built on the foundations of establishing a clear and unambiguous definition of what the business deems to be a major incident, all the way through to standardized metrics and reporting mechanisms. Carolyn explained the key points, giving some interesting insights into how they have successfully applied a blend of best practice and pragmatism to deliver measureable improvements in how they manage and run major incidents.

Our final speaker of the day was Ian Bevan of iCore, who took us through some real experience of what often gets in the way of performing major incident management. This presentation included specific points around how users can often 'play' the system, crying wolf, and how IT doesn't seem to learn from this. Equally, though, IT can sometimes play the victim. He took us through some of the underlying reasons for the disjointed, dysfunctional behaviour that organizations display and then gave us his view on the top 10 tips to make things run more smoothly.

Overall the day left me with a good deal to think about and some great second-hand experience upon which to draw when thinking about major incidents and business continuity. Hopefully everyone else got as much out of the day as I did.

Adam Poppleton is Principal Consultant at BrightOak Consultancy.

QUESTION OF ATTITUDE

SERVICE DESK OPERATION

Does your service desk have a reputation problem?

If it does, it is definitely not alone. There are too many service desks saying 'no'. Many business IT issues go unresolved for far too long, and IT support as a business function often lacks the credibility and the trust to be considered a strategic asset by the business.

There are a number of reasons why this is the case. ITIL has long been recognized - for more than 20 years in fact - as a strategic framework within which IT service management operates. It's a widely accepted framework and, over the two decades it has been in existence, it has been adopted by thousands of organizations worldwide. However, it is important to remember that simply implementing ITIL is not the end goal in achieving good ITSM; it is a framework which is intended to help organizations achieve specific outcomes, solve specific problems, or add value. It is a management control capability, but some organizations mistakenly perceive it as an objective in itself rather than the means to an end.

In recent years there have been significant changes in the business environment. The worldwide recession has resulted in many resource cutbacks, so the IT service desk has to achieve more with less. Service provision is increasingly outsourced to larger ITSM service providers, the most competitive of which have thrived due to their cost-effectiveness and experience. Numerous mergers and acquisitions have increased the range of business models, technical infrastructures and protocols with which we have to work. In addition to this, service desk staff are often agency-supplied or contracted rather than permanently employed. All these challenges in ITSM have impacted on the human side of the IT service desk, especially when contracted IT service support staff feel a lack of ownership and accountability and, as a result, seem to be fatigued and disengaged from the processes they are undertaking.

This is often perceived as a lack of customer service skills, when in fact it is essentially a lack of ownership and understanding. At a time when training and consultancy investment is scrutinized more closely by the business, the IT service desk is firmly in the firing line.

Added to these changes in the working environment is the fact that ITIL does not currently address any attitudinal, behavioural or cultural aspects of IT service management at present, aspects central to a successful IT service operation.

Human side

In today's IT service management environment, there is an increasingly strong argument for a combined approach to service desk enhancement, one which addresses not only the technology and processes on the service desk, but

SERVICE DESKS NEED TO ADDRESS THE ATTITUDES, BEHAVIOURS AND CULTURAL ISSUES OF ITSM WHICH HAVE BEEN OVERLOOKED FOR SO LONG, ARGUES MARCUS HARRIS.

the people too. When 52 per cent of ITIL implementations fail because of resistance to change[1] , and only six per cent of ITSM people worldwide are aware of the ITIL definition of a service[2] , it is clear there is a problem.

Service desk staff are a critical success factor and as such it is vital to address the ABC of ITSM - attitudes, behaviour and culture. These not only impact organizational performance, but also affect colleagues. Attitudes, behaviour and culture act very much like the tip of an iceberg, with much hidden beneath the surface of an organization and capable of inflicting a lot of damage.

Poor attitudes, behaviour and culture on the service desk include a fatigued response to repeat calls (i.e. 'Not them again, they have called four times today – perhaps if I ignore them they will go away!'), or a dismissive attitude to management strategies and ITIL implementation. Equally failing to adhere to ITIL protocols or effective knowledge share or to register enquiries properly are poor service desk behaviours. These

problems are often compounded by, or result in, a culture of protectionism over the service desk staff's own knowledge, a belief that helping colleagues will diminish their own value as employees, as well as a finger-pointing culture which fosters blame and disharmony over issue resolution.

These problems occur in all manner of organizations at times of increased pressure, but it is vital that they are addressed. This in turn will help ensure that the IT service desk moves from being a reactive support function to a proactive integrated part of the business. Often the behaviour cascades from the top of the organization, with the CIO and CEO not seeing eye to eye and failing to share the same vision. It is therefore important that ABC issues are tackled through leadership and knowledge sharing. Failure to do so will continue to result in lost business opportunities, higher IT and operating costs and increased business outages and risks – leading to threats to business security, continuity or availability. All of these issues contribute to the negative perception of ITSM within the business.

Problems at the root of these behaviours include a lack of understanding of the business impact and priority of the task at hand, a difficulty in distinguishing the importance of various calls (especially when every caller insists their request is top priority), and an overall disconnect between the business needs of users and the strategic planning and development of the service desk and its team.

The key to overcoming these problems and eradicating poor attitudes, behaviours and culture in ITSM is communication. If leaders within IT service management can communicate with their users or customers about their aims and objectives, setting and agreeing their key terms and roles, this will help to improve the quality of service they provide. In addition to this, it's vital that communication is open within the team, cascading information from leaders to highlight user business objectives and explaining the impact that attitudes, behaviour and culture have on these objectives. Good communication not only enables the team to share valuable best practice knowledge but also helps remove duplication of work processes for more effective service desk operations.

Transformation

By working closely with service desk operations to assess the root of these cultural barriers to good ITSM, this information can in turn be used to inform process design of workflow management tools, which will enable monitoring and tracking of key tasks, improving the efficiency and success of the service desk. In addition to this, implementing strong leadership strategies encourages a culture of personal ownership and accountability and provides a basis for key continual improvement initiatives.

Ensuring consistency of performance review and evaluation will result in greater customer satisfaction. Moreover, reviewing the level of accountability and career development options for analysts, as well as introducing comprehensive induction processes and aligning skills with tasks, will all help to ensure the best talent is attracted to, and stays within, the service desk. Assessing the people, processes and technology will inform the necessary steps that need to be taken at a strategic, tactical and operational level - coaching and mentoring, for example - which will enable the IT service desk to become one of the business's greatest assets, using its strengths to propel it to even greater success.

1 Gamingworks research
(www.gamingworks.co.uk)

2 Gamingworks research
(www.gamingworks.co.uk) "A service is a means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks" – ITIL definition

Marcus Harris is Chief Executive of Pink Elephant EMEA

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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For more information about NRC's success,
please contact Cased Dimensions at
info@caseddimensins.com or visit
www.caseddimensions.com

FINANCIAL MANAGEMENT: THE FORGOTTEN DISCIPLINE

ROB STROUD COUNTS THE REAL COST AND VALUE TO THE BUSINESS OF IT SERVICE DELIVERY.

It's all about the pounds, dollars, euros and yen! No matter what your role is in IT, at some point financials become critical. After 30 years in this industry I remain shocked at how much time we spend working out the costs of new initiatives, tracking these costs through development, and then tossing the solution over the fence to operations and simply forgetting it costs money to run the service. From then on, the ops team have to fight for every dollar to maintain their infrastructure and deliver.

That, at least, was the old way of doing things. I have good news, though: things are changing. Today, financial issues throughout the service lifecycle (not just during development) are at the forefront of CIOs' minds. And as the business looks to accelerate service delivery, one of the key options is balancing sourcing options.

Among the CIOs that I speak to regularly, one of the topics that consistently comes up is the continued pressure on their organizations to reduce costs and solve the age old question of why IT is so expensive. I suspect that the real question is 'why doesn't IT demonstrate value effectively?', but with the business looking to drive innovation, the traditional approach of developing the solution and amortizing the cost over several years is not necessarily the best approach. More importantly the business is mandating that the delivery timeframes must be condensed.

With the maturity of Project and Portfolio Management (PPM), almost every IT organization that I go into is doing a great job of financial accounting with new projects. But the challenge continues, as visibility of the direct attributable costs are lost once the IT-enabled business change is delivered into production and becomes part of the day to day 'business as usual'. Many IT organizations I speak with simply cannot give a full account of where the money is going in terms of business capability, and this affects the business's perception of the value of IT. As a result of this lack of visibility, there remains a widespread belief that IT can be delivered more cheaply and certainly faster by external suppliers.

One of the key accountabilities of the CIO must be to prove that IT is an effective custodian of the assets and cash under its control, and that it can plan, budget,

Financial Management: The Forgotten Discipline

manage, and control the total IT budget. Indeed, the Head of IT at a global manufacturer mentioned to me recently that the IT budget increase allocated this year in his company has eroded within the first 90 days, with an organizational mandate of a five per cent organizational cut in budgets. The dramatic efficiencies that he has already achieved through automation, rationalization of systems and software asset management exercises mean that there is little low-hanging fruit left to cut, leaving the CIO with the very difficult decision of which services to terminate. Ultimately he decided that this decision had to be made by the business, but first they needed to understand what costs were associated with each of the services. This led to an in-depth exercise to establish the total cost of consumed services back to the consumer, to allow the business to determine either where additional cost savings should or could be made, or where it should provide additional funding to IT.

Similarly, a large UK government department identified that they saved 24 million pounds in the first year of implementing a process of 'showback' of service costs, simply by making costs visible to the business and the business accountable for consumption.

Effective cost management is one phase in building an effective process for financial management. Consumption of services equates to real cost that must be met somewhere in the organization, and communicating this message is key to engaging the business. Indeed, this is where many initiatives begin and end.

Phase 2, and potentially a larger saving opportunity, is the transparency to allow for cost-effective sourcing decisions. Should IT services be provided internally or externally, and how does that affect the big picture? The challenge here is that the demand for IT resource is never linear and the popular trend is to outsource infrastructure while internal IT focuses on value-add. This means that IT must have an understanding of competitive advantage and be able to distinguish clearly between what should be delivered internally and what should come from third-party providers.

To drive pro-active value, the emerging enterprise should encourage the consumer of IT-enabled business resources to decide how much they wish consume, at what service level and at what price. To achieve this, the IT function will need to provide transparency to the business regarding the relative costs, benefits and drawbacks of each sourcing option, and support them throughout the whole decision making process. Even if utility services appear to have a simpler cost structure than internal IT, the requirements of the business are just as complex and just as liable to change.

In terms of good practices, ITIL has included financial management as a process since version 1. What amazes me is that it continues to be one of the least implemented processes. Every third-party service, from telco to storage to co-location and even cloud, all involve real pounds or dollars with accounts that have to be paid, just like utilities bills at home.

In short, you may have spent the last 20 years ignoring financial management; but to remain effective and relevant you can ignore it no longer!

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.

ALEX ZLOTKO REFLECTS ON THE BENEFITS THAT CAN BE DERIVED FROM PROCESS AUTOMATION

TAKING A HOLISTIC APPROACH TO ITIL PROCESSES

ITIL continues to evolve, offering ever better ways to raise standards in IT service management. But how easy is it to continually refine your service desk and ensure that successful procedures become an integral part of your operation and produce positive outcomes for users and the organization as a whole?

In essence the ITIL philosophy advocates that IT services need to match the needs of a business and underpin its core business processes. ITIL guidelines offer advice on how IT can be used to facilitate business change, transformation and growth.

In practice, however, it's the fine-tuning of individual processes that throws up the greatest challenge. How do you go about developing your procedures to deliver maximum value from your IT services, especially when every organization and its users have their own distinct needs?

Taking a holistic approach to ITIL processes

A holistic approach

If you want to increase the value of your own organization or those that you service then you must focus on delivering outcomes that meet customers' expectations and offer real value. This goal is complicated by the fact that outcomes change and what would have been acceptable one week may not be acceptable the next.

This is where scrutinizing and continually modifying your processes is the key to achieving optimum outcomes. By introducing Business Process Management (BPM) into your service desk environment, you can immediately begin to embrace a CSI culture, a key element of the ITIL Service Lifecycle. But if you want to achieve service delivery that is business-focused and value-driven, then you need to adopt a top-down holistic service culture.

Key challenges

Achieving a holistic service culture is easier said than done. Inertia and reluctance to change established procedures can sometimes mean that bad rather than best practices can prevail. Bottlenecks in the operation can often hamper good service but understanding why these occur can be trickier to assess.

In particular in larger companies where there are multiple services and a complex array of back-office systems, there are often delays in service due to the fact that the support desk is having to run through a series of long-winded processes to come up with a solution. This is not only costly in terms of time and resources but it also means that IT staff are often pre-occupied with fire-fighting so they don't have the time to concentrate on more proactive tasks that will maximize the return on investment in IT services over the longer term.

The role of business process automation

Breaking down the procedures into individual steps or processes can help shed light on service quality issues. By focusing on BPM, a service manager has all the tools necessary to identify areas where service management is under-performing and address these by adding new processes that increase quality of service.

So how easy are new processes to implement? Managing change is often met with resistance, but BPM gives you a mechanism that allows you to continually evolve your service desk operation without the normal 'pain'. This is done by automating processes, so that IT staff don't even have to think about new ways of doing things.

Automating processes also gives you greater control over quality because you know that the correct procedures are being followed throughout the organization. Of course you also need flexibility to meet changing requirements and the advantage of BPM is that you can introduce a process almost instantly with 'drag & drop' functionality. No time-consuming coding is required and new processes can be applied for particular staff or across the entire organization at the same time.

Positive and measurable outcomes

Once a new process is introduced you can then measure the impact on outcomes. So if the new process results in a more positive outcome and greater value, it could potentially be applied to other parts of the business. This means that you can learn and profit from your experiences, building a model for service excellence.

Likewise, many IT support issues can be resolved faster if there is easier access to key data or knowledge-bases. Typically, however, this type of information is secreted in back-office systems and is difficult to retrieve. By introducing processes that automatically link into the relevant information silos, the day-to-day quality of service can be vastly improved because all the relevant data is immediately at hand via a single screen. Alternatively this information can be automatically fed into a self-service portal for customers, freeing up valuable time and resources.

The author recently worked on a project with a telecommunications equipment vendor that wanted to improve its customer service. By introducing automated processes for Incident, Problem, Service Level and Configuration Management the company decreased its average incident resolution time by 26%. At the same time they were able to reduce the number of missed resolution deadlines from 4% to 1.5%.

Automation can also have a big impact on improving the efficiencies of IT departments for medium to large companies. One company in the banking sector was recently able to reduce the number of incidents caused by errors in IT infrastructure by 78%, whilst the automation of approval and planning processes speeded up changes in the corporate information system by 43%.

The heart of the matter

For ITIL to have a meaningful impact on improving IT services, you need to live and breathe it. When IT resources are stretched it can sometimes be difficult to balance ITSM with the principles of ITIL and the wider business benefits. Automation of business processes can make it easier and less cumbersome to put ITIL at the heart of your strategy. It helps on-going development of best practice for IT professionals and promotes better outcomes for customers and measurable returns for an organization.

Alex Zlotko is Business Development Executive at IT Service Management specialist BPMonline (www.bpmonline.com).

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