

SUMMER 2015

*itsMF UK*  
The IT Service Management Forum

# serviceTALK



**The future  
of ITSM:**  
senior leaders  
share their hopes  
and concerns

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The growing pains of  
service management

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Problem management: a  
question of image?

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Untangling the threads  
of service leadership

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# Communication is key

One of the overriding discussion themes at our inaugural ITSM Leadership Council meeting (see page 18) was the importance of communication in every aspect of service management. ITSM needs a louder voice within the business world, it needs to articulate its role within IT and across the enterprise, to attract more young business-oriented individuals into a clearly understood profession, and to collaborate more effectively with internal and external partners and stakeholders. To achieve any of these goals requires good communication, and yet so often this is neglected or misunderstood.

Communication is key to the whole image of service management within the enterprise. 'Selling problem management' (page 14) might seem like a curious title for an article about one of ITIL's key processes but, as Barry Corless explains, problem management seriously needs a makeover and a more appealing image. His article, based on research conducted by the ITSMF UK Problem Management special interest group among some of our leading corporate members, revealed serious misconceptions. "Problem management is perceived as a dumping ground for difficult incidents," argued one respondent, and even the name 'problem' is clearly a problem in many cases.

Part of the solution, suggests the article, is better communication. Share your successes and make them relevant, says the author. "Presenting a report as figures or charts sends people to sleep. Tell them a story and they listen."

Philippa Hale and Jean Gamester pick up the communication theme in their article on the '7 threads of service leadership' (page 25). They maintain that good leadership is all about engagement, stimulation and celebration, and that means fine-tuning your communications skills. Leaders need to be on the same wavelength as those they are mentoring or managing, demonstrating "the right emotional resonance and credibility" to get the message across.

If this seems a step too far for the hard-pressed service manager, bear in mind the findings of Dimensional Research (page 32), who concluded that poor communication - and poorly defined channels of communication - are one of the main causes of unscheduled downtime. An outage of just 15 minutes can have a devastating effect on a business, and yet over half the respondents in Dimensional's survey say communication - rather than technical issues - is a root cause of excessive delays in restoring service.

Like any industry forum, ITSMF UK offers a crucial channel of communication for our members. Our regional and special interest group meetings, masterclasses and annual conference provide a chance to catch up with peers in other organisations, share your experiences and best practice and learn how others are tackling the challenges that they face. Our annual industry awards likewise allow our member organisations to communicate their successes to the broader service management community. If communication is one of your challenges, why not take the opportunity to share your story with other members? Please get in touch if you would like further details.



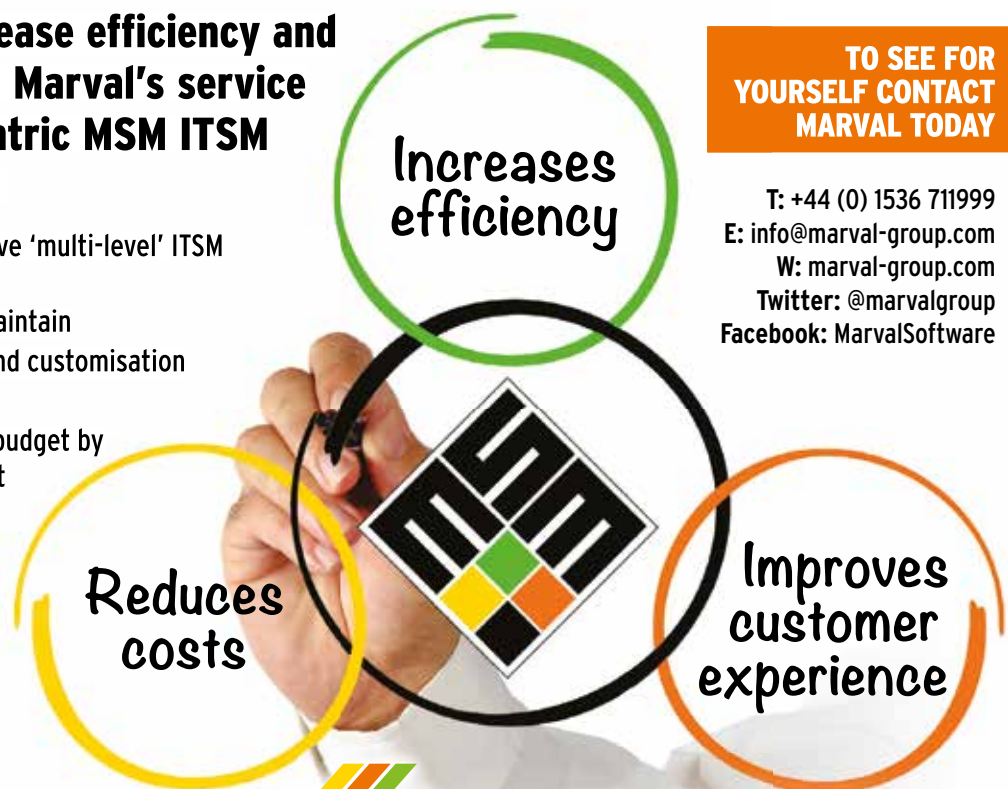
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## AXELOS sets out its cyber resilience strategy

AXELOS Global Best Practice has unveiled the Cyber Resilience Best Practice portfolio – RESILIA – aimed at “putting employees at the centre of an organisation’s cyber resilience strategy”. RESILIA is a portfolio of publications, training and awareness tools designed to help any organisation define what good cyber resilience looks like and embed best practice into existing management systems.

When a cyber-attack strikes, says AXELOS, it threatens the fundamentals of a good business – reputation, customer confidence

and operational continuity. Knowing how to respond and recover effectively requires clarity and confidence through the cyber resilience of all of your people. That is because businesses don’t detect and protect from a cyber-attack – people do. Equipping people to react and act on cyber is critical for keeping the value of your business, within your business. RESILIA ensures this by keeping your reputation intact, customers close and operations up and running.

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## RESILIA Cyber Resilience Best Practices

Cyber Resilience Best Practices provides organisations with a methodology for implementing cyber resilience. Aligned with ITIL, it offers a practical approach to cyber resilience, reflecting the need to detect and recover from incidents and not rely on prevention alone.



## BMC announces “most important release”, Remedy 9

**BMC has unveiled version 9 of its Remedy ITSM platform.**

“BMC has made several enhancements that stand to improve the look and feel of Remedy, but under all the advanced UI design is an optimised platform that enables the workforce to increase productivity and helps IT manage increasingly complex systems,” said Robert Young, research manager at IDC. “BMC has focused on blending ITSM principles with a modern digital service design to help businesses and organisations achieve new heights of success in the digital age.”

“This is the most important release of Remedy in BMC’s history. We are leveraging decades of ITSM expertise to bring thousands of customers a completely revised, modern IT experience in Remedy 9,” said Robin Purohit, president of the Service Support business at BMC. “Purpose-built for a new era of IT workers, Remedy 9 offers an intuitive and engaging experience to redefine how IT work gets done and to move companies towards a digital service management model.”

## Kaseya adds security and mobility functions to its software platform

Kaseya, a leading provider of cloud-based IT management software, has announced the general availability of Release 9.1, the latest release of its product portfolio. In addition to delivering new, powerful identity and access management (IAM), mobility, and cloud application management capabilities, this latest release includes continued investment in Kaseya’s core Virtual System Administrator (VSA) product.

Over the past two years, Kaseya has successfully implemented and maintained a regular and aggressive cadence of product

releases, says the vendor, enabling its large global customer base of managed service providers and mid-sized enterprises to get access to software updates and new features quickly. This latest release is another example of Kaseya’s commitment to its product release timetable.

New to this release is the integration of Kaseya AuthAnvil Identity and Access Management (IAM) with Kaseya VSA Cloud, delivering secure multi-factor authentication as a part of the VSA Cloud login.

## Stuart Rance named SITS15 ITSM Contributor of the Year

Leading ITSMF UK member Stuart Rance has been awarded the Contributor of the Year Award at SITS15. Stuart, who won ITSMF UK’s Paul Rappaport Award for Outstanding Contribution to ITSM in 2014, is a distinguished author, trainer and consultant, and a key contributor to both the ITIL guidance and to AXELOS’ RESILIA cybersecurity publications.



SITS15 Event Manager Toby Moore commented: “Having known Stuart for some time now and witnessed his contributions first hand, I was delighted to see such huge amount of admiration and support for his work through his many nominations.”

**For details of the ITSMF UK annual industry awards, see page 10.**

## LANDESK research finds growing demand for technology integration

LANDESK, a global leader in user-centred IT solutions, has announced the results of research undertaken in partnership with the Service Desk Institute (SDI), which reveals a need for software vendors to approach service desks and guide them through integrating technologies. The data indicates that, whilst nearly half (45%) of service desks are interested in technology integration, 75% do not have the ability to calculate return on investment.

The study also revealed that many service desks may be unable to translate planning for integration into the budget and resources they need to move forward and innovate. Many service desks recognise a number of benefits to integrating technologies, such as providing better customer support (84%), saving time (67%) and increased efficiency (93%). However, there is a disconnect between this recognition and the ability to translate this into the required budget to actually

implement – with over 60% of service desks currently not having any funding in place to pursue the benefits of new technology integration in the future.

Andy Baldin, VP International at LANDESK said: “Service desks are recognising the need to evolve in line with users’ increasingly digitally-led lives, but these figures show that many organisations have a real issue securing the budget and resource needed to make this happen.”

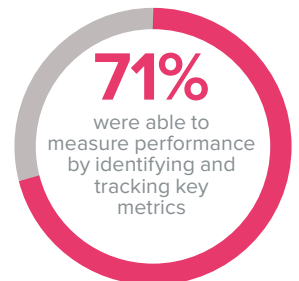
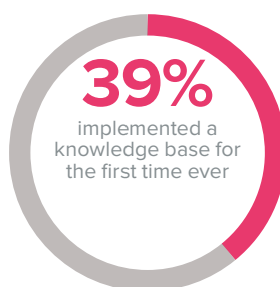
## ManageEngine survey reveals ITSM migration, adoption activity

ManageEngine, the real-time IT management company, has announced the results of its inaugural IT service management (ITSM) survey of organisations using help desk software to raise operational efficiencies and service levels. Survey highlights include the high number (47 per cent) of first-time IT help desk software implementations as well as the number (20 per cent) of IT help desk software implementations that reach beyond the IT department.

“One of the survey’s more striking findings

is just how many organisations are adopting IT help desk software for the first time, especially considering the relative maturity of the help desk market,” said Umashankar Narayanaswamy, director of engineering at ManageEngine.

The ManageEngine ITSM survey was conducted among organisations that deployed the company’s IT help desk software, ServiceDesk Plus Standard Edition, in the last 12 months. Results of those surveyed include:



## Nacka Municipality implements MSM Service Management Software

Nacka Municipality has elected to implement Marval Software’s MSM to simplify and streamline the delivery of support services from the IT department to the rest of the organisation. Its aims are to achieve service improvements by the

introduction of ITIL best practice processes to ensure professional, effective and efficient customer support.

Martin Olsson Project Manager at Nacka Municipality, explains why MSM was

selected, “We chose MSM based on its competence as an ITIL-certified ITSM tool and its well-integrated knowledge management. As we started implementation we found that MSM’s mature framework for services and processes helped further define and develop our services, which was a welcome surprise.”

By creating an operational ‘Single Point of Contact’ and effective first line service desk team, Nacka Municipality was able to become more proactive in its service management approach to provide an improved service for its customers.

## ITSM Zone launches virtual mentor service with help from ITSM community

Online best practice training site ITSM Zone (itsm.zone) has announced its new Training+ Virtual Mentor service. The new service, which is free of charge to customers purchasing a course at Foundation level or above, allows delegates to have a one-to-one session with a personal mentor who has years of industry experience and subject specific knowledge. This makes online ITSM training as personal as classroom based learning, with specific, personal advice on offer.

Mentors include noted ITSM industry experts from across the globe including Stuart Rance, Karen Ferris, Suresh GP and ITIL author Randy Steinberg.

Lead tutor Claire Agutter said, "One of the concerns people often have about online training is whether or not they will be able to learn from the experience of others. Our Training+ Virtual Mentor service gives them access to some of the most experienced people in the industry, who can provide specific advice for real problems they are facing."

ITSM Zone offers online training and exams in many areas of best practice, including ITIL, PRINCE2, COBIT5, OBASHI and ISO/IEC 20000. They are an AXELOS strategic partner and one of the chosen courseware providers for the new RESILIA cyber resilience training.



## University of Bradford selects ServiceNow for HR

ServiceNow, the enterprise cloud company, has announced that the University of Bradford is using its cloud-based software to transform how HR services are delivered to more than 3,000 employees, improving the department's efficiency and responsiveness while allowing it to focus on more strategic issues such as recruitment and employee on-boarding.

Bradford's HR department recognised that it needed to modernise and transform not only to continue building the university's reputation as an employer, but also to free up senior staff time to focus on more valuable activities. To fulfill its vision, the university turned to ServiceNow HR Service Automation to streamline key processes by:

- Providing a HR knowledge portal for employee self-service.
- Creating applications that provide easy access to HR resources.
- Streamlining workflows for a multi-tiered service model.
- Generating a holistic view of HR.

Data from the first full month revealed that 45 per cent of the 1,976 enquires received were successfully handled through the university's new self-service portal. In addition, the University has experienced high-levels of employee satisfaction, with 87 per cent of users stating that they have been satisfied or very satisfied with the new system.

## SysAid-Bomgar integration improves support efficiency

SysAid Technologies, a global provider of ITSM solutions, has announced the integration of SysAid's service desk software and the remote support solution from Bomgar, a leader in secure remote support and access management solutions. The integration allows support reps to launch a full Bomgar remote support session directly from a SysAid incident, enabling technicians to provide support to virtually any system anywhere.

The new SysAid-Bomgar integration can significantly lower IT support costs while expediting resolution and improving customer satisfaction, say the vendors.

Thanks to the integration, technicians can provide more cost-effective remote support, launching a secure Bomgar remote support session from a SysAid incident to remotely diagnose and quickly resolve technology problems.

"Licensed Bomgar and SysAid users can now significantly extend their ITSM capabilities with this integration," said Oded Moshe, VP Product at SysAid Technologies. "By using Bomgar and SysAid together, help desk professionals can provide more efficient service and improve customer satisfaction."

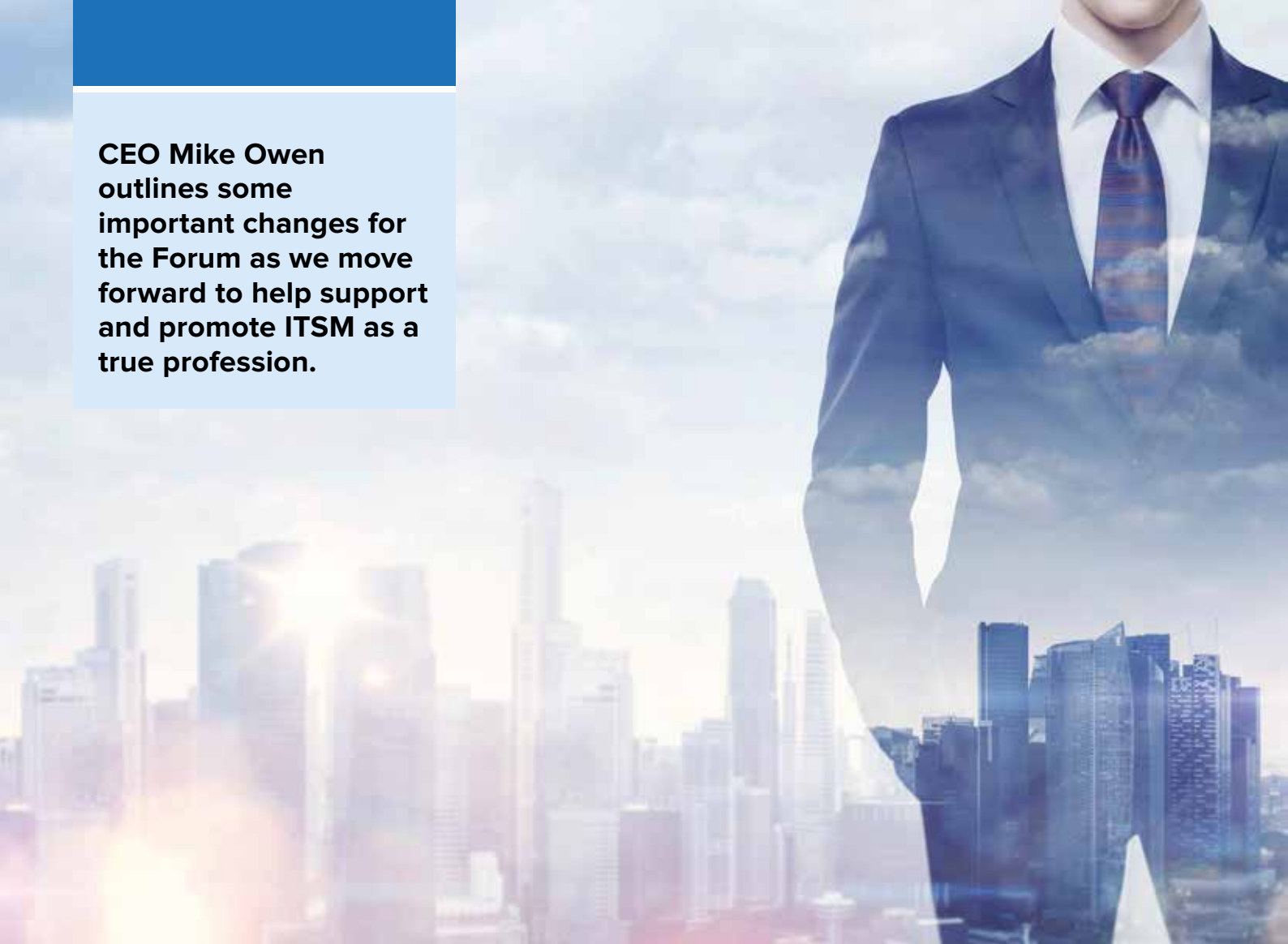
## Westminster Kingsway College selects Sunrise to support staff and students

Sunrise Software has announced that Westminster Kingsway College has selected its IT Service Management (ITSM) product to support staff and students using desktops, laptops, tablets and printers on its network. The College

is one of the largest further education colleges in central London with over 15,000 students across four main sites plus a number of community outreach centres in Camden and Westminster. The Information Learning Technology department selected Sunrise's Service Desk management software to enable it to move to a more customer-focused support environment based on ITIL processes.

Sunrise's Self-Service facility, which is easy and straight-forward to use, will enable teachers and business support staff to log their own calls, saving time and ensuring they receive a more visible service. The Service Desk intends to use call data on which to base Service Level Agreements, enabling it to monitor and measure improvements in service.





**CEO Mike Owen outlines some important changes for the Forum as we move forward to help support and promote ITSM as a true profession.**

# A fresh focus and a new constitution for **ITSMF UK**

The ITSM environment is seriously changing. The list of changes and pressures is long – ranging from the mega growth of the cloud, mobile and social media through to customers expecting to manage more IT themselves and the need for continuous, rapid modification in services to meet customer demand.

Meanwhile, with the dominance of the service economy and IT underpinning almost every business product or service nowadays, there has never been a greater need for ITSM. Organisations need ITSM both as a strategic enabler and to run their operations efficiently day-to-day.

The trouble is, ITSM as a discipline and sector has not been developing at the same pace as the demands placed upon it. As is set out cogently in Barclay Rae's article (*The Growing Pains of ITSM*, page 22), ITSM is to a large extent still stuck in 'ITIL land' and its principles, content and techniques need a fresh makeover. Furthermore, the various

parts of the ITSM sector are not pulling together to articulate and promote service management's strategic business value.

As outlined at the first meeting of our *ITSM Leadership Council*, (see report on page 18) we believe that the sector needs to respond better in several key respects, if ITSM is to avoid becoming seen as obsolete and redundant.

In particular:

- i) The ITSM industry needs to boost its *voice, profile and influence*
- ii) ITSM needs to show better how *strategic returns come from investment in ITSM* and how it can help organisations cope with today's speed of change and complex world.
- iii) The ITSM industry needs to develop better *integration and joined-up thinking* around technical standards, capabilities, innovation and performance

iv) ITSM needs to be treated and developed as a *holistic discipline* with contributions with various management functions, not just a narrow set of ITIL-dominated processes.

v) ITSM needs to review what *roles and capabilities* it needs for the future and to develop improved education and training for people working in the sector

vi) ITSM should be promoted much more as a *profession* and career of choice

vii) The ITSM industry needs *collective leadership* to drive the sector forward

These are some of the central beliefs and ambitions that drive ITSMF UK today - as the country's leading membership association and independent professional community for organisations involved in ITSM. Working closely in partnership with our member organisations and other stakeholders across the sector, *our vision is that of a thriving ITSM*



*profession making a major contribution to the performance of every organisation in the country.*

To respond to this strategic agenda the Forum will, of course, continue to provide a neutral industry 'hub' and a range of networking groups and events that allow ITSM professionals to actively share views and experiences, access professional expertise and support resources, learn new techniques, keep up-to-date with industry news and developments, and meet other like-minded professionals.

But we are also stepping up our role in terms of shaping, sharing and recognising good professional practice, fostering wider skills and capabilities in the sector through new qualifications and learning programmes, and doing more to raise the wider profile and reputation of ITSM as a discipline and sector. It's a challenging, but exciting, agenda.

### An updated constitution for the future

To support the organisation better for the future, ITSMF UK has recently tidied-up and simplified its governing documents – in particular its formal Articles of Association. The existing documents had not had a systematic review since the Forum was set up back in 1991 and, in that time, some basic items had become factually out-of-date and a series of ad hoc changes had made the Articles cumbersome to operate. Additionally, some aspects of company law had changed, so there was a need to reflect those.

There are no major changes. Our Objects remain the same and the organisation is still a not-for-profit company, but the following amendments are worth noting:

- Organisations and individuals who use the Forum's services and pay an annual subscription will henceforth be known as 'Subscriber Members'.
- The company will in future have just a single Board of Directors as its principal governing body, rather than a set of Directors and a separate Management Board. All Board members will all be equally accountable and liable for the performance of the organisation.
- The new Board will be made up of 12 members, of whom three will be elected by Subscriber Members and up to three will be appointed by the Board (on the basis of particular skills, experience or background needed at the time by the Board). The other individuals will comprise the Chair, Vice Chair, Treasurer, CEO and up to two other co-optees.
- Each of the three elected Directors will represent a distinct 'constituency' of Subscriber Members: i) Individual and

**“Our vision is that of a thriving ITSM profession making a major contribution to the performance of every organisation in the country.”**

Enterprise 10 Subscriber Members; ii) Corporate and Enterprise 25 and Enterprise 50 Subscriber Members; and iii) Regional groups and Special Interest Groups (SIGs). For the first two categories, voting will be by Members who belong to that particular category of Subscriber Member. For the third category, the membership at large will be able to vote, not just chairs of regional group or SIGs. For Corporate and Enterprise Members, it will be the 'lead contact' who will be asked to vote on behalf of their organisation.

- Directors will in future not be elected or appointed specifically to take charge of a specific, standing portfolio or committee: instead, they will all share equally in the general leadership of the organisation. However, each year two or three Board members may be asked to act as a champion or lead for a specific project or issue depending on the particular priorities or needs of the organisation at that time.
- The term of office for both elected and appointed Directors will be two years, with a maximum of four terms. Within this overall limit, however, the maximum period for a Director holding the role of Chair or Vice Chair will be four years (two consecutive terms).
- An 'AGM' (annual general meeting) will no longer be needed as the place where votes are counted and Board positions determined. However, the Forum will hold an annual forum every 12 months as a public occasion to report to and consult with Subscriber Members.

The new Articles were formally decided by the current legal Directors of the company at its meeting on the 2nd July 2015. They will *make the Forum's governance arrangements more streamlined and efficient, but still keeping the traditional 'membership body' ethos of the organisation.*

The new arrangements are being introduced from the end of July 2015, and every Subscriber Member will be sent a detailed update mailing about the changes. In the pack too there will be nomination forms concerning the new vacancies for the elected posts on the Board. Voting for the vacant elected posts will take place over the summer. The Board will be able to announce the results of elections and appointments in the second half of September. The newly formed Board will first meet in October.

### Head office relocation

If introducing a new constitution is not enough, the Forum is also moving offices this summer! After ten years at our current premises at Winnersh Triangle near Reading, the staff team will be moving to a smaller office suite in a modern office block just a few miles down the road in Bracknell. The premises are very conveniently located, close to the M4 and just ten minutes' walk from Bracknell railway station with regular trains to both London and Reading for members visiting the office. And, very pleasingly, the rent will be considerably cheaper than at the current Winnersh premises. The staff team will be working fully at the Bracknell site from the end of August.

So there's fair amount happening at the Forum on the immediate horizon. But, it's all positive and will strengthen the organisation for the future. As said above, there has never been a greater need for professional ITSM and the Forum is determined to play a major role in helping to lead, represent and serve the ITSM sector on the exciting journey ahead.

*The Directors and the staff team at the forum would like to thank you – as always – for your support and contribution. Without its members, there would be no ITSMF UK. So if you have any questions or issues about the changes outlined above, please do not hesitate to call the office and speak to any of the team. We look forward to hearing from you soon.*



**Mike Owen**

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T: 0118 918 6500

# Roll up for the 2015 Industry Awards!



Once again we're calling for nominations for the ITSM Industry Awards, which will be presented at the Gala Awards Dinner during Conference on 23rd November. The awards offer a great opportunity to highlight the achievements of those around you – IT service management individuals and teams whose skills, commitment and imagination have marked them out for special recognition. This year, we're adding the Senior Leader, Young ITSM Professional, Service Provider and Training Provider of the Year awards to our established line-up of industry accolades. Why not make a nomination today?

**The full list of award categories includes:**

#### **Service Management Project of the Year**

For the organisation that has completed the most successful and challenging IT Service Management project during the year.

#### **Service Innovation of the Year**

For the organisation offering the most novel product or service offering that has been developed over the past year. Finalists will be assessed on the level of ingenuity and inventiveness in their offering and the originality of the solution.

#### **IT Service Management Team of the Year**

For the members or leader of a team that have supported each other and their customers in providing inspirational service delivery and significant business benefit.

#### **ITSM Service Provider of the Year**

For the organisation most admired by the judges for their outstanding customer service, inspirational guidance or innovative approach to service delivery and support.

#### **ITSM Senior Leader of the Year**

For a senior manager or director who has demonstrated not only an exemplary and well-rounded level and breadth of knowledge, skill, experience and accomplishment in ITSM, but also exceptional strategic leadership of people.

#### **Young ITSM Professional of the Year**

For an individual under the age of 30 who has demonstrated an outstanding level of achievement, ability, team support, rapid progress or business impact in the early years of their ITSM career, and who also promises great potential for future success.

#### **Ashley Hanna Contributor of the Year**

For an individual who, in the judges' view, has made an outstanding contribution to the ITSMF UK organisation as a volunteer in the last year.

#### **Thought Leadership Award**

For the author of the white paper, article or case study that provides the most informative, educational and thought-provoking ITSM content.

#### **Training Provider of the Year**

For the training organisation most admired by the judges for their outstanding customer service, range of training resources, outstanding results and/or innovative approach to training development and delivery.

#### **Paul Rappaport Award for Outstanding Contribution to ITSM**

For an individual who has made a sustained and outstanding contribution over a number of years to the field of IT service management. Nominations are not required for this award.



**LAST YEAR'S WINNER - Trainer of the Year - Alan Nixon, Fox IT**

*The deadline for nominations is 31st July. Please contact Mark Lillycrop at the ITSMF office if you are working on a nomination and need an extension.*





## AXELOS is headline sponsor for ITSM15



We're delighted to announce that AXELOS Global Best Practice will once again be the headline Platinum sponsor at ITSM15, the ITSMF UK Annual Conference in November.

AXELOS, whose portfolio includes ITIL, PRINCE2, and the new RESILIA framework for cyber-resilience, joins Gold sponsors HP, Sofigate and Sumerian and a growing range of exhibitors at Europe's leading service management event.

The speaker programme at ITSM15 includes over 40 presentations from organisations such as Liverpool Victoria, Telefonica, Aviva, Morgan Stanley, EE, Yorkshire Building Society, Towergate Insurance and Grant Thornton. Take a look at the full agenda overleaf!

## We're moving

From the end of August, the ITSMF UK team will be moving to a new office at:

**Premier Gate  
Easthampstead Road  
Bracknell  
RG12 1JS**

The new office is better suited to the organisation's current requirements and will help us to support members more effectively. Please make a note of the new address for all correspondence.



## Some Autumn dates for your diary

All ITSMF UK events can be exported to your calendar for ease of reference – check out the website for details.

09 September 2015

**Masterclass: Creating a Successful Service Catalogue**  
Bracknell, Berkshire

11 September 2015

**London and South East regional event**  
Computacenter, Hatfield

17 September 2015

**Masterclass: Understanding Release Management**  
Nottingham University

17 September 2015

**Midland and East Anglia regional event**  
Northampton University

22 September 2015

**Seminar: Problem Management**  
Think Tank, Birmingham

October 2015

**Northern Ireland regional event**  
Belfast

21 October 2015

**Masterclass: DevOps in an ITIL world**  
Bracknell, Berkshire

29th October 2015

**Scotland regional event**  
Aberdeen

23rd – 24th November 2015

**Conference and Exhibition**  
Sofitel Heathrow, London

10 December 2015

**North regional event**  
Aviva, York





## MONDAY 23<sup>RD</sup> NOVEMBER





09:45 - 10:00	Conference Opening Keynote - John Windebank, Chairman ITSMF UK			
10:00 - 10:45	Opening Keynote - TBA			
10:45 - 11:30	Refreshments, Exhibition and Networking (Exhibition Hall)			
Track	Track 1	Track 2	Track 3	Track 4
Topic	Change & collaboration	Cloud & service integration	People & skills	Service culture & customer experience
11:30 - 12:15	<b>Service Management is Dead. Long Live Service Management?</b>  Johann Diaz, Capgemini	<b>SIAM: Lessons from the Front Line</b>  Martin Goble, Tata Consultancy Services	<b>Culture Sauce – What are its Ingredients?</b>  Ken Goff, KGM Ltd	<b>Shining the Light on Shadow IT</b>  Malcolm Fry, Cherwell Software
12:15 - 13:00	<b>A Journey of Collaboration &amp; Change, to Ensure Optimal &amp; Consistent Service Management</b>  Genevieve Emberson, Liverpool Victoria (LV)	<b>Cyber Resilience for IT Service Managers</b>  Stuart Rance, Optimal Service Management	<b>Autonomy with Compliance</b>  Julia Harrison, Morgan Stanley	<b>How Technology Helped EE Improve Service &amp; Perception</b>  Gareth Hewlett, EE
13:00 - 14:15	LUNCH - Exhibition and Networking (Exhibition Hall)			
Track	Track 1	Track 2	Track 3	Track 4
Topic	Change & Collaboration	Cloud & Service	People & Skills	People & Customer
14:15 - 15:00	<b>Playing Nice – How to Achieve Collaboration in Complex Multi-Supplier Environments</b>  Simon Durbin, Information Services Group	<b>Taking the Mystery out of the Internet of Things?</b>  Robert Stroud, CA Technologies	<b>Topic to be Confirmed</b>  <b>GOLD SPONSOR</b>	<b>The Catalyst for Service Innovation: Leveraging User Feedback to Drive Change</b>  Nigel Martin, Axios Systems
15:00 - 15:45	<b>The Transition of Transition Management - IT &amp; Project Collaboration</b>  Danny Potts, YBS Group	<b>SIAM and SLM How do These Work Together?</b>  Barclay Rae and working party members, <b>Service Level Management SIG</b>	<b>SFIA V6: Using Skills to Leverage your Biggest Asset – People</b>  Matthew Burrows, BSMimpact	<b>On the Road to Business Engagement</b>  Nadine Thomson, Towergate Insurance
15:45 - 16:15	Refreshments, Exhibition and Networking (Exhibition Hall)			
Track	Track 1	Track 2	Track 3	Track 4
Topic	Change & Collaboration	Cloud & Service	People & Skills	People & Customer
16:15 - 17:00	<b>Two-Speed Transition: Tradition &amp; Innovation - Starring Release, Service Catalogue &amp; Early Life Support</b>  (Service Transition SIG)  Matt Hoey, Grant Thornton & Jon Morley, Nottingham University	<b>Next Generation IT Service Management: Service Management in the Cloud</b>  Robert Kirkwood & Mark McArdle, PwC	<b>'Creating &amp; Responding to Change' – Delivering Sustainable Service Improvement Through Developing your Key People</b>  Nigel Mear, Solid Air	<b>The 'WOW' Factor... Creating a Process Culture</b>  Leanne Taylor & Theresa Wright, Computacenter
17:00 - 17:45		<b>Topic to be Confirmed</b>  <b>GOLD SPONSOR</b>	<b>KPIs: They are your Best Friends!</b>  Daniel Breston, Qriosity	<b>When ITIL is Not Enough - How to Create a World Class Customer Experience</b>  Teemu Toivonen, Nitor Delta & Tomi Lamminsalo, Tieto Corporation
17:45 - 18:30	Informal Drinks Reception in the Exhibition Hall			
19:30 - 20:00	Pre-dinner Drinks in Aurora Foyer			
20:00	Awards Dinner			

# The IT Service Management Forum's annual conference and exhibition

**itsMF UK**  
The IT Service Management Forum

## TUESDAY 24<sup>TH</sup> NOVEMBER

08:45 - 09:15	Refreshments, Exhibition and Networking (Exhibition Hall)			
09:15 - 09:45	Platinum Sponsor – AXELOS - Keynote TBA			
Track	Track 1	Track 2	Track 3	Track 4
Topic	Change & collaboration	Cloud & service integration	People & skills	Service culture & customer experience
09:45 - 10:30	Three Things in Life are Certain ... Death, Taxes and Change  Adam Poppleton, BrightOak Consultancy Ltd	Key tactics to Transform from ITSM to ITSAM (IT Service Automation Management) to Futureproof IT Operations  Prashanth Prabhakara, KPMG	Problem Management SIG  Barry Corless, Global Knowledge	Service Design in Practice  Kinjal Mody, Centrica British Gas
10:30 - 11:15	Change & Collaboration  Ramasamy Pitchaiah, Maersk Group	DevOps – the Death Knell for ITIL  Harry Vazianas, Evolutions Consulting	Incident & Problem – Do we Really Need Both?  Dave Jones, Pink Elephant EMEA	Show Me the Service in the Digital Age  Paul Pattinson, Telefonica UK/O2
11:15 - 11:45	Refreshments, Exhibition and Networking (Exhibition Hall)			
Track	Track 1	Track 2	Track 3	Track 4
Topic	Change & Collaboration	Cloud & Service	People & Skills	People & Customer
11:45 - 12:30	Collaboration for Successful Service Acceptance  Sue Cater, Atos IT Services	The Changing Role of the Service Manager: Delivering at 'Cloud-Speed'  Derek Moore, DMW Group	Revising ISO/IEC 20000 to Fit the Future of Service Management  Lynda Cooper, Service 20000	Customer Experience Matters – Ignore it at Your Peril!  Alison Cartlidge, Sopra Steria
12:30 - 13:15	The Future of Work & Importance of Collaboration Technologies  Patrick Bolger, Hornbill	The Service Architecture – Built-in Collaboration  Peter Mills, Arqiva	FOREX Bank's IT Transformation: Sweden's ITSM Project of the Year  Jens Ekberg, 3gamma AB & Regina Ryllin, FOREX Bank AB	Re-thinking IT End User Support – Aviva IT Care  Mark Bennett, Aviva
13:15 - 14:30	LUNCH - Exhibition and Networking (Exhibition Hall)			
14:30 - 15:15	Interactive Plenary			
15:15 - 15:45	Conference Keynote TBC			
15:45 - 16:15	Closing Remarks			

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Despite its importance as an ITSM process, the problem management function lacks credibility in many organisations. Barry Corless reports on a recent SIG initiative to discover the problem with problem management.

SELLING  
PROBLEM

MANAGEMENT



It can be argued that the combination of skills required by a good problem analyst or problem manager are amongst the most transferable, desirable and unique within any organisation. Critical thinking, problem solving, stakeholder analysis, managing virtual teams... the list is pretty impressive. So why is it that problem management as a function still finds it so difficult to be accepted in many organisations? Why do they have trouble justifying their very existence? How can they tell their story in a more effective way?

The ITSMF UK problem management special interest group (PM SIG) have interviewed a number of its members to try to answer these questions. We set out to baseline the perception of problem management within organisations and reasons for views held. We looked at how problem management measures itself alongside the communication tactics it uses to tell the story. Finally, the PM SIG investigated what it believes would be the ideal way for problem management to show its worth.

Our sample organisations ranged from financial services to UK utilities to third sector. From mature problem management to fledgling functions, the PM SIG members we interviewed gave us some remarkable insights that are truly representative of what's happening today. For good measure, the author added his own views in the name of the PM SIG.

## PERCEPTION OF PROBLEM MANAGEMENT

### We asked...

The first area of investigation for the PM SIG concerned the perception of the problem management function. So we asked, How is problem management viewed in your organisation? Does this perception vary between teams or with seniority? And finally, What do you believe are the key reasons for those perceptions?

### They said...

Perhaps the most interesting response came from an organisation within financial services. Their view was that the name 'problem management' did not accurately reflect their activities or their mission. They argued that their outputs (service improvement initiatives, reducing the risk of recurrence of incidents, management information and involvement in the risk and governance lifecycles both internally and externally) were more synonymous with the terms 'improvement', 'service' and 'control'. The term problem management, well understood by ITSM professionals in an ITIL context, is taken too literally by colleagues in other departments and thus the role has become stereotyped.

This supports the view expressed by a number of organisations that problem

management is perceived as a dumping ground for 'difficult incidents'. A utility organisation we spoke to even suggested that problem management should be wearing their underwear on the outside like Superman, such are the miracles they are expected to perform. One respondent commented that the lack of an organisation-wide service management mind-set had led to a situation where they had created the problem management function that IT wanted not one that the business needed. The knock-on effect was that the function and process had little visibility or penetration outside of IT.

**“...problem management is perceived as a dumping ground for ‘difficult incidents.’”**

One of the more organisationally mature functions we interviewed enthused at being seen as “a trusted professional team with good technical awareness, strong process skills and a thorough business understanding”. Indeed they went on to add that in a multi-supplier environment they were perceived as “the honest broker” by their partners, a team who were well respected and “not in the blame game”. They put a lot of their success down to being proactive in reaching out to their customer, a trend that was echoed by others interviewed. Consistency in communication with suppliers and internal teams alike was also cited as a secret of success, picked up and copied by one team from an ITSMF UK session held some three years ago.

Another financial services provider told us of a function that was well established and credible within the IT space and up and coming in other business areas. They put the fledgling success in other business areas down to good marketing of their skills during involvement in IT problems. The hope is that colleagues outside IT say “These guys did a good job. I like the approach they take. Let's see what they can do for us...” Their team has gained further credibility by engaging closely with an ICT strategy body that sits above their Change Advisory Board (CAB). Problem management is involved as an equal partner in strategic decisions to target changes for the biggest business impact or risk reduction. They are also considering renaming the function to drop the negative 'problem' tag.

One very interesting (if disturbing) view was that problem management was being used as a way to reduce headcount in the service desk/incident management arena. This led to a problem management team fighting a rear-guard action to counter these arguments with visions of redeploying any displaced front-line staff to other value-adding roles. In stark contrast to the view of their lower ranks, the same organisation had wide managerial acceptance of problem management's contribution right up to board level. They put some of this success down to effective resolution and risk reduction. As a newish (six month old) function, they believe managing problem creation and not carrying a huge backlog has helped to drive the efficiency perception.

### We believe...

What's in a name? Quite a lot we'd say. Many problem management functions would do well to rebrand to include 'service improvement' in the name. Not only does that remove negative connotations around the word 'problem' but also serves to allay the dumping ground tag that comes from misinterpreting ITIL's definition of the process. One factor that may seem obvious but merits repeating is that a proactive, service focused approach to service improvement in place of a reactive, technically driven blame game is a much better persona to project from your problem team. Making sure that your team's problem investigation and service improvement follow a consistent approach with adequate communication and engagement would seem to be an obvious quick win.

Finally, whilst we would never denigrate ITIL education, there is a strong chance that the very limited treatment that the process receives in the Foundation exam is causing collateral damage to what problem management is really trying to achieve in many organisations. For example, the fixation on the words 'root cause' in the Foundation delivery fosters an often misguided perception of problem management's role. I would encourage our problem functions to reach out to those who've recently sat ITIL Foundation to put straight some of the sweeping generalisations used to get them through the exam!

## MEASURING PROBLEM MANAGEMENT

### We asked...

Measuring current success was our next avenue of investigation. What hard measures (KPIs) does your process use and why? Do you measure the individuals in your problem management team? Finally, do you employ any soft measures (Customer Satisfaction (CSat) etc.) in measuring problem management effectiveness?

## They said...

There was surprisingly little variation in the responses between organisations that sat at the more mature and better funded end of the scale against those that were 'moving up' from the lower end. Outside of the 'usual' metrics, a financial services organisation was particularly keen on measuring the outcomes of major incident review action points. They adopt a softer people focus by gauging feedback from the problem process stakeholders; individuals in the team are also measured on their proactiveness and the professional presentation of reports, briefings etc. One measurable objective that has been prescribed for the whole team is getting involved in a business service improvement project outside their own area.

A utility company has abandoned the traditional 'number of root causes found' in favour of the 'number of known errors created'. "What's the point in finding a root cause if you can't do anything about it?" they argue. Another utility organisation believes in measuring the teams performing the work. The age profile of problems in specific delivery towers is used to highlight good practices and spot improvement opportunities. As long as the urge to use these metrics for finger pointing is avoided, this can be a very powerful tool. The perception of customers is regularly measured, and the department in question relies heavily on repeat incident trend data provided by service level management (SLM) to drive actions. Indeed their reliance on SLM colleagues extends to broader cross-discipline action plans.

One of our financial service providers started like many organisations, measuring overall average resolution time. They further drilled down into this data to measure individual problem co-ordinators and resolver groups. Other early measurements focused on reduction of incidents and the backlog of problems. Increased maturity and capability now see them able to report on the cost of problems to the IT service and in particular how resolutions have contributed to prevention of revenue loss. They admit that there is difficulty in attributing a financial value to brand and reputation damage but they're not alone in that. For staff, they still measure productivity but primarily to ascertain the value of the training and education they receive. This has worked well, according to their manager who believes that his current well-trained team of three is now more productive than the five he started with because of the ability to target appropriate education. In line with many organisations, specific CSat data is gathered informally in conversation with stakeholders.

One encouraging aspect of this research is that our less mature departments are measuring 'what they can' at the outset (e.g. the number of problems raised and average time to close) but with plans to increase the sophistication of KPIs to reflect more meaningful business outcomes as they develop.

“There’s little point in finding a root cause if you can’t prevent the incident happening again.”

## We believe...

Measuring the outcomes of major incident actions is a great high-profile stat but there is a risk that the incident will recur and leave you with the proverbial egg on your face. We particularly liked the idea of getting individuals involved in 'alien' service improvement outside their own area – that seems like a great showcase for the analytical skills they have picked up in IT problem management and service improvement. Given the less than specific nature (from problem management's perspective) of most CSat surveys it makes absolute sense to use feedback dialogues and on-going engagement to measure the output of improvements made by the team.

Refreshingly, it seems that organisations are becoming less fixated in measuring 'number of root causes found'. Hooray! There's little point in finding a root cause if you can't prevent the incident happening again, reduce the impact if it does, or even spot it happening at an earlier stage. A root cause is a bonus with people too often mistaking problem triggers for root causes.

In the early stages of implementing problem management, it's no disgrace to measure the basics around average time to close or indeed measuring individual delivery towers as you mature. That's how you learn about the mechanics of your process and how it works. The more customer focused, outcome based metrics are appropriate and vital but they must be balanced with a view of the nuts and bolts of managing the process.

## PROBLEM MANAGEMENT - SELLING OURSELVES

### We asked...

With communication and reporting being a critical success factor for problem management we asked, How do you communicate your success, who to, and when?

## They said...

One of our financial services respondents really throws the kitchen sink at this issue with an array of communications that might leave most green with envy. Their own SharePoint and intranet sites are backed up by a problem management newsletter. The newsletter contains the obvious success stories and updates about on-going investigations. Indeed, making these successes public knowledge has contributed to the momentum to set up non-IT problem management. Now that's a result.

Sadly, at the other end of the scale one respondent just answered the 'how do we communicate' question with "badly". The fledgling nature of the team means there probably isn't a huge amount to share so it's not all doom and gloom. Their aim currently is just improved visibility within the organisation and recognition of work carried out. That means they are very opportunistic in choosing what to communicate and how.

Word of mouth and personal recommendation are used by one team. They spread the word by helping with business IS focus groups and IS roadshows. The whole programme is driven by their SLM people but they make certain that they and their story are a centre piece of the sessions.

Being branded effectively and having high-visibility reporting were very important to another organisation. They report on daily, weekly and monthly cycles dependent on the criticality of what they deal with. "At times I'm getting customers asking questions just ten minutes after sending the e-mails to people. They read them and find them useful," enthused the function manager. Being very open about problem management has helped too. Their own intranet site with a detailed explanation of the priority matrix is a great example of their 'bare all' strategy.

Another less developed team told us of the introvert nature of their communication. They do share KPIs with the customer but in standard reports. However, they try to break the mould by getting involved in high-profile individual events to communicate success.

## We believe...

There is an obvious direct relationship between the longevity/maturity of the team and the communication they do. One inescapable fact is that people will tend to listen more when you're credible. Problem management needs time to establish that credibility but functions must start early and not hide their light under a bushel.

Internal case studies are perhaps the most powerful yet inexplicably under-utilised weapon in your armoury. A simple case study might include the problem framed in business language (not techno-babble), a summary of what you did (emphasise team work strongly), the benefits that were realised and a couple

of well positioned quotes from people with influence. This can probably be done in two sides of A4 but it's such a useful educational tool because it's relevant to your organisation and the people in it.

We like the organisations that are not afraid of getting outside of their comfort zone in selling their story. Don't think people will not be interested... they will because you have a rare skillset at any organisation. Combined the skills with a track record of success and you have a formula for success. We're also fully supportive of the financial services organisation that believes you should always "tell a story". Presenting a report as figures or charts sends people to sleep. Tell them a story and they listen, they're gripped.

## THE PROBLEM MANAGEMENT MAGIC WAND

### We asked...

Our final question was the most open. The Utopian dream. With the benefit of a magic wand what would be the ideal way of proving the worth of problem management? Where do you want to take it?

### They said...

A financial services organisation said they would like to be able to present "management information that tells a story of reduction in risk to the organisation". They argued that there are hard numbers associated with this. Reduced risk exposure means that the organisation needs to hold less capital in reserve in case 'something bad happens'. They also want a way to assess their contribution to the whole customer experience and where they add value, whether that's corporate banking, investments or high street.

A monetary figure seems to be the end game for many. One organisation has set the target of March 2017 to make problem management

a part-time function (not process), preferring to empower people with the skills to solve it themselves. Staying on the money theme one reply was stark "That's easy. We just want to show it in pounds, shillings and pence. After all money talks".

Elsewhere in the financial sector it was all about having a robust mechanism to measure the financial consequences of damage to brand and reputation. Integrating reduction of risk into proof of worth was a theme again. Their 'dream' was to move away from the pure ITIL definition of problem management. They've started by working on the demarcation between incident and problem.

Going right back to perceptions, one organisation were almost apologetic in saying they simply wanted to show that problem management is a not just a 'nice to have' function. They would be happy to demonstrate the reduction in incident volume leading to more effective use of resource. "Showing where we save resource gives us the ability to acquire the resources to analyse more problems," they argued. A kind of self-fulfilling prophecy.

### We believe...

As problem management we must display our worth in a number of ways. Firstly, we need something that resonates with the organisation at the highest level to secure our funding... monetary saving seems ridiculously obvious but often this is very hard to achieve and takes time to realise. Verifiable reduction in risk might be an easier one to measure (you can do it qualitatively after all) and it still shows up immediately as a lower number. Secondly, we need a measure to appeal to our customers. Measuring improvements against a customer experience framework is ideal - this is likely to be subjective but not exclusively so. Finally, the stakeholders in the problem/improvement process need a measure that appeals to them. How does problem management make your job easier?

## Conclusion

Something as simple as the name of the team has massive effect on perception. There is no getting away from the fact that the word 'problem' is negative. So 'problem management' ends up as synonymous with dumping ground. Changing the name to something more service improvement focussed reflects what you DO, not the tools you use, i.e. the problem management process.

Try to move away from proving your worth in terms of the uber-traditional "number of root causes found". Focus on reducing the chances of incidents recurring, on reducing the impact if they do, on spotting incidents earlier. These are much more universally understood KPIs. You'll find that root causes will follow anyway, sure as night follows day.

In measuring our function we shouldn't be afraid to change our KPIs as maturity and credibility increase. Don't be too ambitious when you start; proving your worth in monetary terms might well take focus away from actually improving service. An initial focus on measuring risk reduction could be the starting point you're looking for.

Finally, communication from your 'problem' function should tell an engaging story and not simply be a long string of tables, figures and charts that will frankly send your customers and other stakeholders into a stupor. The service improvement case study is a powerful weapon that will certainly help the problem management function to have its achievements recognised and perhaps - just maybe - be utilised as a wider business function.

## Acknowledgements

*The author would like to acknowledge the help in preparing this article of individuals at the following organisations: Centrica, HSBC, Visa Europe, Northumbrian Water, Oxfam, Holistic Service Management, Global Knowledge.*



Barry Corless is Business Development Director (Best Practice) at Global Knowledge and Chairman of the ITSMF UK Problem Management SIG.

**“Presenting a report as figures or charts sends people to sleep. Tell them a story and they listen...”**





# The future of ITSM:

senior leaders  
share their hopes  
and concerns

Thirty senior IT executives from major UK corporates and public sector organisations came together on Monday 6th July at the Sofitel St James in London at the launch of the *ITSM Leadership Council*.

The Council, a forum for senior ITSM executives set up and run by the IT Service Management Forum (ITSMF UK), will be meeting every three months to shape the future of the service management industry and discuss common strategies to address today's business challenges.

Opening the meeting, ITSMF UK CEO Mike Owen overviewed the changing landscape of IT – with the opportunities and challenges of cloud and social media, the implications of big data and cyber-resilience, the greater focus on customer experience and the rise of Shadow IT. In response to these very significant changes, he said, there is need for ITSM to up its game – both as a discipline and as an industry.

Guest speaker Mark Hall, Director of Global IT Operations at Aviva, said there has never been a greater need for ITSM, but that “the shape, role and boundaries of ITSM are no longer clear nor is its relationship to a changing world.” Hall cited the need for IT to act more rapidly than ever before to satisfy customer demand, with less formal process and more interaction and collaboration with a broad range of partners and stakeholders.

The audience, including IT directors and heads of service management from large enterprises and public sector bodies (see the side bar for the full list), expressed similar concerns about the need for change in our approach to ITSM. In a 90-minute open debate led by the Forum's vice chair,

Rosemary Gurney, they cited a number of challenges including the need to create a stronger pipeline of young service management professionals with appropriate business skills; demonstrate the value of ITSM to the business as a whole; change the widely held perception that ITSM is constrained by ITIL processes and rigid governance; and find ways to extend the benefits of IT service management to areas such as finance and HR.

## New direction for ITSM

ITSMF UK Chairman John Windebank added, “IT ‘solutions’ still tend to be architected and deployed from a technology, not a service, perspective and ITSM needs a clear business context and purpose.” In response to the concerns voiced by Council members, he proposed seven areas of action for transforming IT Service Management and helping it to meet today's business demands. The ITSM ‘industry’:

- needs a voice, profile and influence
- must be capable of articulating the business value from investment in ITSM
- needs better integration and joined-up thinking
- needs to consider ITSM as an holistic integrating discipline
- needs a collective view of the roles, capabilities and skills requirements
- should be positioned as a profession and a career of choice
- needs collective leadership.

At the conclusion of the event, the Council agreed to set up two cross-sector strategic action teams to work on the detail of bringing about focussed change: one looking at how to define and present ITSM as a modern integrated business discipline (beyond ‘just ITIL’) and a second looking at elevating and transforming skills and competencies in the sector. Owen said that further details of these change teams and their objectives will be publicised in the weeks ahead. The second meeting of the ITSM Leadership Council will be in November.



Member organisations represented at the first meeting of the ITSM Leadership Council included Asda, Aviva, BP, Clifford Chance, Computacenter, Co-operative Group, Domestic & General, EE, English Heritage, Fujitsu, GCHQ, Genesis Oil & Gas, Home Office, HP, Kings College London, LV, Mars, Met Office, Nationwide Building Society, NTT Data, Manchester City Council, OVO Energy, PwC, RWE, Serco, SHL Group, Sopra Steria, and the University of Northampton.

**The Leadership Council is open to new corporate members. Contact the office for details.**



# Regional and Special Interest Groups – the lifeblood of ITSMF UK

## Regionals

While ITSMF membership clusters around the major conurbations, there are members in all parts of the country, and our Regional groups reflect this geographical spread. There may not be as many meetings in Aberdeen as in London, but they do happen. We organise a programme of networking meetings across the UK which make it feasible for as many members as possible to participate in ITSMF activities without having to travel too far.

The UK is divided into six regions – London and South East; South West and Wales; Midland and East Anglia; North; Scotland; and Northern Ireland – with a local committee putting together a programme of events in each area. Regional meetings are actually open for any ITSMF UK member to attend and it's common for the subject matter of a meeting to tempt people from other regions to travel.

**For membership organisations like ITSMF UK volunteer input is our lifeblood, and two of our key areas of volunteer activity are Regional events and Special Interest Groups (SIGs). These groups give you the opportunity to meet with your peers, get to grips with topical ITSM issues, build your expertise and contribute to ITSMF UK publications and guidance. In this issue of ServiceTalk we catch up with our current range of regionals and SIGs and the people who are running them.**



## Special Interest Groups

Special Interest Groups, as the name implies, have a defined area of focus but their approach is broader. SIGs do hold member meetings, where they get to grips with a particular topic within their area of interest, but they spend more time collaborating behind the scenes. The results of their work can often be seen in outputs such as ITSMF UK pocket guides (the SLM Practitioners Guide and How to do Change, Configuration and Release Management) or white papers (the Transition Management and Problem Management SIGs have particularly been active in this area). The range of people involved includes battle-hardened experts and those much newer to the discipline.

## How do they work... and what about me?

SIGs and Regionals are free for members to attend and to be involved in. They are a great way to develop your skills and to make a real contribution to ITSMF and the development of our thinking around industry trends. Collaboration is fundamental to the way that SIGs work, and increasingly they are collaborating with each other and with Regionals.

All these groups are run by a core of committed volunteers, but it's not a closed shop – there's always scope for more people to get involved and the groups rely on new members. If you are concerned about how much time would be involved, it's a good idea to have a chat with some experienced regional or SIG members; everyone has to fit ITSMF activities around the day job, and there is plenty of flexibility. There's scope to 'give it a try' or make occasional contributions, but if you can manage a firmer and more regular commitment, that can be really helpful.

So have a look at the information that follows and consider which regional and special interest groups would be most relevant to you. And if you have a particular passion for some aspect of service management that you think others might share, maybe you could start a new SIG. That's how the Service Design SIG started last year.



Richard Horton is the Management Board member for Service Delivery and is leading on coordinating Regionals and SIGs. He can be contacted at [richard.horton@itsmf.co.uk](mailto:richard.horton@itsmf.co.uk)

## Around the regions and SIGs

For more details, and dates of local events, check out the **website**. Please contact the office if you are interested in speaking at or hosting group events.

### North

The North Region Working Party is chaired by Anna Leyland of Sopra Steria, who has worked in IT Service Management for almost 20 years as a consultant, trainer and service manager. Our management team includes

Geoff Dixon (Deputy Chair), Cath Lancaster (Barclays Bank), Jen Smith (ASDA) and Ben Moore (Call Credit), ably supported by Richard Horton (Events Committee) who works closely with SIGs to plan our events and topics.

Recent years have seen the North Region deliver excellent events on Lean, DevOps, CSI, sustainability and education. All have been well attended and we try hard to find interesting locations – or provide great food! We are grateful to the speakers and hosts who make these meetings a success. Following our June event at the University of Leeds, focusing on Customer Experience and Mobile Service Management, the last event of the year will take place on 10 December at Aviva in York.

*Anna Leyland*

### Scotland

Scotland region is chaired by Ian Whyte, who also represents the UK regional groups on the ITSMF UK Board. In his day job, Ian is managing director and principal consultant of Bishops Beech Ltd, an independent service management consultancy and training company based near Edinburgh. There are four people on the Scottish organising committee – vice chair Mark Temple (University of Glasgow), Andrew Binnian (RBS), Peter Kirkwood (Scottish Enterprise) and Gordon Findlay (SQA).

The Scottish committee members meet regularly by teleconference to plan upcoming events. Since we have a particularly large geographical spread, we aim to hold meetings at least once each year in each of Edinburgh, Glasgow and Aberdeen.



Anna Leyland



Ian Whyte

Our 2015 events have included a joint meeting with the local BCS branch in Edinburgh in March on the topic of 'Effective service management', and a Glasgow gathering in June on the theme of 'Service Desk Implementation'. The Aberdeen event is still in planning, scheduled for late October 2015.

*Ian Whyte*

### Midlands and London/ South East

Dave Backham, an ITSM consultant with Soliloquy, is currently chair of Midlands Group and acting Chair of London and South East.

### Midlands and East Anglia

Following our recent event at Nottingham University, "Reducing the miles, reducing the distance", the next Midland regional meeting is to be held at University of Northampton on September 17th. The agenda for this is currently being planned around the ITSMF Big 4 theme 'People and Skills'. At this session we will be discussing the ever-changing landscape of skills required for service management, since there now appears to be a need for a whole range of skills in addition to ITIL and PRINCE2, such as LEAN, AGILE, and DevOps just for starters. The session will also showcase some of the work done by students on the ITSM Masters' degree course.

### London and South East

We held a joint Transition SIG and South East Regional meeting on Service Integration and Management (SIAM) at the Financial Conduct Authority (FCA) in Canary Wharf on 8th May. At this well-attended meeting there was a presentation of what ATOS and FCA are doing with SIAM, followed by a presentation from SIAM consultant James Finister and a lively debate about what SIAM is and is not, and what it has become.



David Backham



We now look forward to our next regional meeting at the Computacenter offices in Hatfield on 11th September. The meeting agenda is currently being planned around the ITSMF Big 4 theme Service Culture and Customer Experience and we are looking forward to members networking and the opportunity to engage in discussions. It is expected that our hosts Computacenter will share with us how they came to focus on 'Enabling Users' as their tagline and the impact that this had had on providing good service and a great customer experience.

Finally, we're pleased to report that Daniel Breston will be taking over as London & SE regional chair in September.

*David Backham*

## Northern Ireland

Northern Ireland is the smallest regional group, but holds well-attended meetings twice a year under the chairmanship of Maire O'Hare of Belfast City Council. Following a well-received event in May, where ITSMF UK CEO Mike Owen outlined the organisation's strategy moving forward, the group is now planning its Sept/Oct gathering.

## South West and Wales

Mike Unwin from BT has chaired this region for some time, and will shortly be handing over the reins to Simon Hodgson of Sopra Steria.

Following a successful meeting at HP in Bristol earlier this year, the region is currently arranging its next meetings, to be hosted by EDF Energy Barnwood and Eduserv in Bath. Further information in due course. We are particularly keen to get local universities more involved, and are encouraging service managers to talk about their own career development.

## Problem Management SIG

The Problem Management SIG is chaired by Barry Corless of Global Knowledge, and has a strong core membership who are focused on delivering timely and experience-based guidance for those working in problem management.



**Barry Corless**

For examples of our work, look no further! We have recently authored an important new research paper, 'Marketing Problem

Management', drawing on the experiences of corporate members in this area, which is published on page 14 of this issue of ServiceTalk. We are also leading the programme for the forthcoming Problem Management seminar in Birmingham on 22 September. We hope to see you there!

*Barry Corless*

## Service Design SIG

Our Service Design SIG is a relative newcomer to our list of groups, chaired by Suzanne Slatter of Sopra Steria. The group is beginning to work on new guidance and material around service design and is planning to provide support for regional groups when it is better established.

## Service Level Management SIG

The SIG for Service Level Management, chaired by consultant Barclay Rae, delivers content and events themed around the practical application of SLM. This has included real life pragmatic publications on Service Catalogue and events which focus on how to apply SLM across the service lifecycle. The SIG has also contributed to the emerging SIAM body of knowledge and also is a great place to share ideas and new learning around how to make SLM real and effective.

*Barclay Rae*



**Barclay Rae**

## Transition and Improvement SIG

From those with a vast experience in traditional enterprise release management to those embarking on a more agile approach to ITSM, the Transition SIG comprises of enthusiastic and committed practitioners from varied roles across the Service Transition field. This mix of experience, knowledge and thinking from all areas of the field means the Transition SIG is very active and productive. The SIG have produced a number of well received and informative



**Matt Hoey**

white papers including one recognised as the 'Submission of the Year' at the itSMF UK awards in 2014. As well as whitepapers the SIG have collaborated on a popular book around configuration, change and release management, contribute articles to ServiceTalk, have an active Twitter presence and run masterclasses and free events.

Chaired by Matt Hoey, Change Manager at Grant Thornton UK LLP, in the coming months the SIG are looking to tackle the new (and some not so new!) ideas, concepts and movements affecting those who work in transition roles. These include the impact of DevOps, cloud, SIAM and managing transitions nationwide or internationally. They are also running an innovative and interactive session at this year's ITSMF UK conference. No matter, if you're a seasoned practitioner or just starting out on your career in an area of Service Transition, the Transition SIG are always keen to hear from new volunteers. If you want to volunteer or simply just contact them, you can do so via the Regional and Special Interest Groups page on the itSMF UK web site, going along to their ITSM15 session, or finding them on Twitter at @itsmfUKTransMgt.

*Matt Hoey*

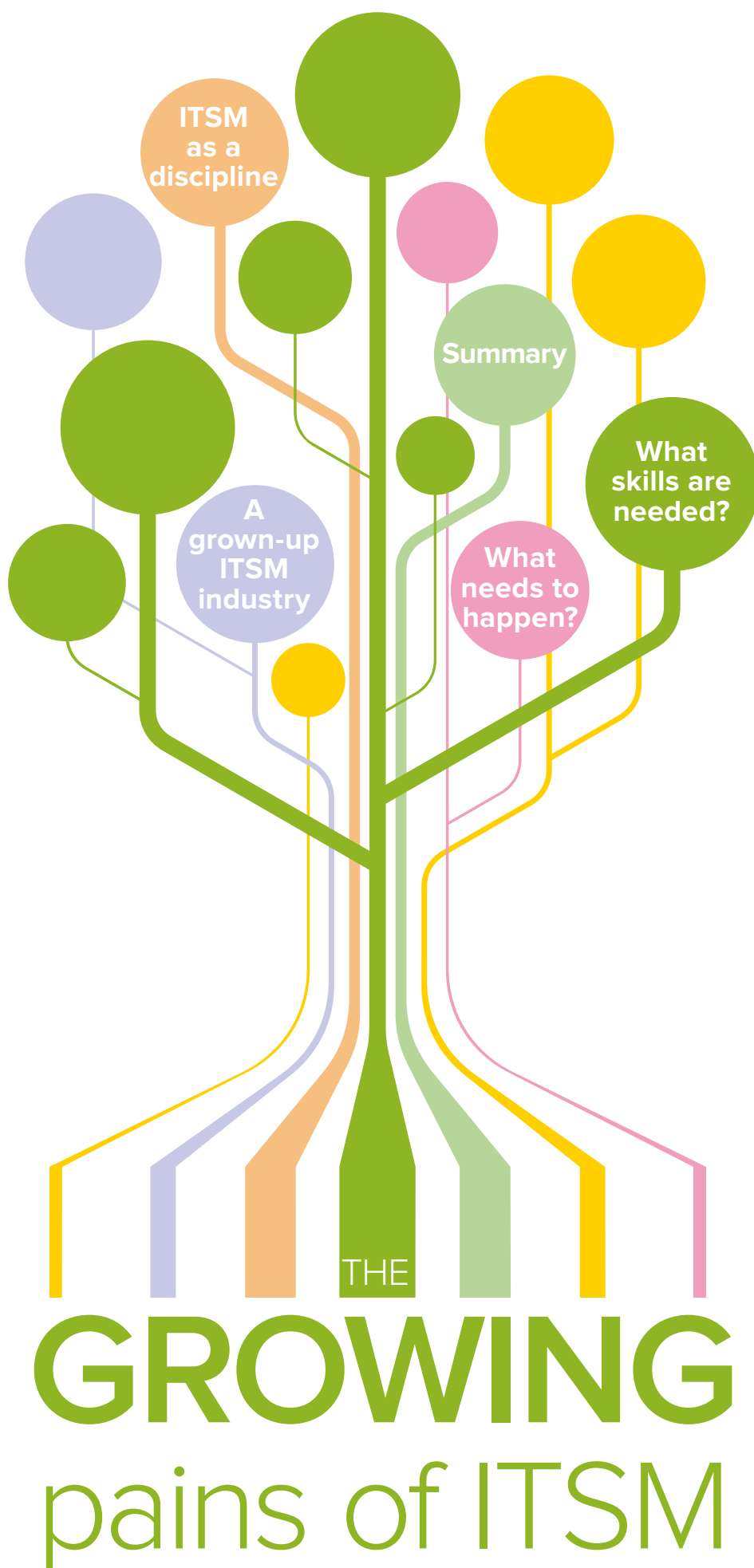
## Service Integration and Management SIG

Our newest special interest group focuses on a key issue for service managers, SIAM. The chairman, Steve Morgan of Syniad IT Solutions, was formerly chairman of the SLM group in its early days: "It was great to get a variety of people from various sectors, organisations, backgrounds and cultures, who were united in a common aim – to bring Service Level Management best practices together in a publication. This was really hard work, but we managed to settle on great SLM principles, and built these into ideas which eventually were published in Service Level Management – A Practitioner's Guide. Now, as chair of the SIAM SIG, I'm starting again! I'm passionate about Service Management, and I'm keen to bring together consultants, practitioners and managers who are all involved in SIAM in some capacity, to develop some much needed industry guidance in this area. Look out for our first physical meeting in September!"



**Steve Morgan**

*Steve Morgan*



**ITSM is still seen by many as purely ITIL-focused or relevant only to internal IT operations. It is time for ITSM to stand up and be counted as a professional business discipline. Based on discussions with members across the country and the work of a thought leadership group led by the ITSMF UK CEO Mike Owen, Barclay Rae outlines a future path for ITSM.**

## 1 A grown-up ITSM industry

ITSM needs to grow up – we need to look at ourselves and professionalise our industry and approach.

This means re-positioning as a more strategic and business-relevant function, with demonstrable business benefits, supporting organisational and customer expectations. In the past this has been too narrowly focussed on internal IT functions, projects and costs.

ITIL has been the 'de facto' training and development approach for the last 10 to 15 years, yet those involved in delivering it know that ITIL is not enough – success requires much more than knowledge of a process framework.

In reality ITIL currently offers little in terms of practical guidance around successful 'implementation'. \*

IT and ITSM also need to be viewed and appreciated more in a business broker role, more able to react quickly and be a solution provider rather than a 'blocker' - or the guys who always say 'no'.

Without a significant change in speed of delivery, quality and perception of service and demonstrable value, many IT internal departments and external IT companies will become more and more exposed as obsolete and, ultimately, redundant.

The ITSM industry itself also needs a make-over, with fresh and accessible content, some new and contemporary framing and messaging, in order to remain attractive and relevant.



In order to succeed with this we need first to take steps to improve the image of the industry, and the extent to which it can be shown to be professional, business-like and valued at the C-level.

## 2 ITSM as a discipline?

One problem is that ITSM is not as a discipline. ITIL has a certification structure for individuals, but ITIL is a process framework and doesn't - at this point in time\* - include teaching and testing beyond process knowledge.

There are several models for organisational certification (ISO/IEC 20000, based on ITIL, SDI/HDI for Service Desks, COBIT as a governance model). Yet there is no central point of convergence or clarity about how these relate to one another or how they are jointly relevant to support businesses. There is a growing but relatively low take-up of most of these models, which is disappointing since this would provide evidence that the ITSM programmes are working.

There are several industry organisations in this space that have members and forums, produce content, run events and in some cases set standards – yet these tend to exist as stand-alone niche bodies. Memberships have declined from initial high levels as the market has become saturated and knowledge and content has become more freely available online.

There is a large gap in the body of knowledge around ITSM – ITIL is primarily focussed on process, whereas successful ITSM requires a much wider portfolio of skills and capabilities. ITIL does not define organisational change, human interaction or customer experience, all essential for success.

Many organisations have expected ITIL to deliver results way beyond its capability or remit, seeing ITIL itself as the solution and ignoring these other factors. The result has been a lot of failed or incomplete 'ITIL projects' – these have burned cash and resources with few positive results, leaving the brand names associated with ITIL and ITSM damaged.

Without a central body to manage these issues, each area of the industry has continued unilaterally to deliver point solutions with limited success and restricted commercial penetration. ITSM is therefore not a properly codified discipline. In its current form it will not be sustainable, and the industry needs a new and wider definition, vision and structure. This should include, for example, a broader definition and portfolio of skills and capabilities, body of knowledge, and organisational standards, plus clear career development paths, higher education qualifications and a code of conduct.

ITSM needs to be clearly positioned and presented as a business approach both

within and beyond IT organisations. This is a growth area as many organisations are now using ITSM processes and tools to deliver wider collaboration and work management functions. C-level value propositions must be universally promoted around ITSM as an enabler, broker, orchestrator, rather than administrator.

All stakeholders need to engage and play their part in the delivery of Service Management - it's a team game. We need to move away from thinking that ITSM is 'just what the Service Desk do.'

In other words, in order to survive, the IT and ITSM industry has to move to the next level of maturity - we collectively need to grow up.

## 3 What needs to happen?

What do we need to do as an industry to improve and broaden our skills and reflect that in training and development?

- The view of (IT)SM from an executive perspective must be that it is a unifying and enabling discipline that brings together a number of functions, people and processes – we need to work harder to get that clear message across in suitable language.
- From a messaging perspective ITSM has to be seen as the enabler of great customer experience as well as delivery of business outcomes/results.
- We also need to get the message to the (IT) SM industry that we can't do this simply by 'doing' ITIL – we need to get the people part right, plus the right use of governance and other tools, automation and frameworks to be successful.
- The industry needs leadership to draw these ideas together and to normalise the needs for integration – ITIL is only part of the solution and more skills need to be developed and promoted.

Here are some key areas for development:

- **The ITSM industry needs a broader definition of itself and the roles within it** – this needs to be supported with a wider range of education and training, plus ongoing professional development. The definition can also extend beyond IT – to include other 'service' areas, back office functions and departments such as HR, Finance, Marketing, Estates etc.
- **The industry must have a single, consistent approach that recognises people and organisations in competence and excellence.** This should include organisational accreditation, career development in a number of areas and recognition of real experience as well as qualifications.

## “The ITSM industry itself also needs a make-over...”

- **The ITSM world should work together to unify its various groups and organisations** - otherwise it looks like an amateur 'cottage industry'. There should ideally be a singular body who see themselves as a common community which spans technical, functional and process areas and also levels of management (including executives).
- **ITSM needs to promote, explain and market itself as a distinct discipline much better** and bring the different parts of the sector more together, with success stories amongst target markets with the active support of senior people.
- **The business case for delivering value from ITSM must also be clear** to other parts of IT organisations, not just the 'Service Management guys'. This is essential in order to achieve the value from collaboration and to really deliver 'end-to-end' service delivery.
- **The value of Service Management should be clearly articulated** (1) to manage delivery expectations for customers and (2) to minimise risk for the service provider. It's a win-win situation – or should be – for customer and provider.

## 4 What skills are needed beyond ITIL?

Two main areas of expertise and knowledge are required for this change to happen:

### Market and industry-wide knowledge.

Awareness and skills are needed in a variety of other frameworks, beyond or alongside ITIL:

- **COBIT** – this is a model for governance based around a wider set of processes than those in ITIL, although these are defined in a more systemised and integrated taxonomy. ITIL has more 'stories and anecdotes' for reference, whereas COBIT can be better measured and tracked.
- **DevOps/Agile** – ITIL is often criticised as being too inflexible and slow. It is still philosophically based in the 1980s and 90s, and agile methodologies speak to a younger audience, many of whom would not recognise a mainframe. DevOps is a fusion of agile and a collaborative, controlled approach and is gaining significant traction as a useful set of values rather than a rigid framework.



- **Lean/Kanban** – these are additional alternative approaches to how to make change work – using principles for reducing waste and also for work management and prioritisation. These have been used for some time in ITSM projects and add significant value to the practical side of implementations.
- **Prince2/PMP** – ITSM requires change and this needs to be managed – there has always been a need for synergy with Prince2 and other Project Management models, although this has not been delivered with any formal structured integration. It's essential however that anyone taking on an ITSM initiative must be able to manage a project and – ideally more than that – deliver organisational change.
- **IT4IT** – this is a new initiative developed by strategic thought leaders in ITSM and service architecture, as well as being sponsored by some major blue chip organisations. Like DevOps it recognises the need for an integrated and collaborative approach and sets out to look at transformation from a holistic perspective, based around business collaboration.
- **SDI/HDI** – The Service Desk and Helpdesk Institutes in the UK and USA provide a number of services and vocational standards for those involved in these teams. These organisations and their standards (individual and site based certification based on EFQM) have a defined audience (the wider ITSM world is more dispersed) and provide useful practical input to the industry. This could be further integrated.
- **SIAM** – Service Integration and Management is a new concept, based on an old one – i.e. the need to co-ordinate and manage a number of IT suppliers in a single 'supply chain'. The 'new' element is the idea that multiple outsourced suppliers need to be managed by one (SIAM) management layer, so that a single service view is managed and delivered across the supply chain. This uses ITSM concepts in a more commercially focussed way and is gaining credence and adoption.
- **ISO/IEC 20000 / 9000 / 38500** – these are certification standards for organisations. ISO/IEC 20000 is actually based on ITIL, with some additional areas of management and control. ITIL is often taken to be a standard which can be 'implemented' and 'certified', although this is not the case. ISO/IEC 20000 has not achieved the levels of adoption that were expected although it remains the nearest any organisation can come to being ITIL 'certified'. The ISO 9000 series is centred on customer service and as such a useful starting point. ISO 38500 is a governance model for organisation around IT and is a useful model for the integration and fusion of business and technology goals, as well as being an executive blueprint for the management of an IT function.

## Personal and management.

Overall ITSM requires strong people skills in order to drive through change and make it sustainable – management, organisational skills, influencing skills, communications, project management, business understanding and focus. ITIL has tended to define roles in operational terms rather than those required for the transformation, and often the change roles were given to those better suited to operational/business as usual functions – often not enough to really affect change.

Other key skills include:

- **Presentation and promotion** – organisational ITSM change requires a number of people to make small changes in the way they fill out forms, or communicate with customers. The best way to make this work is by presenting and motivating them to do it and not by bombarding them with directives, processes and documentation. ITSM projects also need to be well communicated across organisations with a good focus on message and target audience, not technical detail.
- **Sales and marketing** – these key skills are needed to define benefits and 'sell' these to business leaders and users across organisations. Normally this is not a natural skill for IT people and many ITSM initiatives fail due to lack of clear focus on message and communication of expectations and results.
- **Business and financial management** – there is a need to define business goals and build these into business plans and budgets. This can also be an area where projects fail, often because need, risk, value etc. are poorly articulated. Good commercial skills are also needed for developing, negotiating and managing external suppliers and contracts to deliver a successful 'joined up' service, rather than a sum of parts.
- **Management, relationship and interpersonal skills** – influence and motivation are essential elements in successful ITSM – this can't simply be based on autocratic management. Managing and developing people to want to deliver better service is the goal and this needs keen skills in team building, personal motivation, influencing and collaborative working
- **Project management** – budgeting, planning and personal effectiveness skills are needed to make change happen. This also needs a strong sense of self-motivation, self-confidence, time management, leading by example, organisational skills etc.

Successful ITSM requires participants to have a good understanding and knowledge of their own organisation, key contacts, stakeholders and sponsors, as well as a reasonable amount of 'clout' and respect across the organisation. Ideally they should also be experienced in working in more than one area of the business, to be able to appreciate how to deliver ITSM effectively.

## 5 Summary

Many organisations are using ITSM for work management beyond IT. In these cases the IT organisation is becoming the department that says 'yes' – a solution provider not a blocker. In this way IT can further transform itself and add value – if this is not grasped then ITSM will become another obsolete museum piece. ITSM should be a game changer for IT, not an albatross around its neck!

The challenge for individuals working in ITSM is to step up – develop their skills beyond ITIL and the 'silo'-based department, stop seeing other teams, departments and industry areas as 'them' and start to engage and work together in positive collaboration as 'us'.

The challenge for the industry is to unite and see the real potential for ITSM as a business enabler, not a best practice. We need more practical and enlightened collaboration across frameworks, training organisations and established communities to support this move. As an industry we also need to move away from 'them and us' – IT and 'the Business', Operations and Development, Service Desk and other support teams.

If we must have 'them and us' – then let that involve natural selection. Let 'them' (competitors) have best practice, whilst 'we' (our whole organisation) deliver business value.

*\*Axelos have recently announced a new ITIL practitioner qualification as a supplement to the existing programme, to provide more 'non-ITIL' skills*



Barclay Rae is an independent ITSM consultant and chairman of the ITSMF UK Service Level Management SIG.

ITSMF UK is currently setting up a number of initiatives to take forward the ideas raised in this article, including a future-minded knowledge and skills framework for ITSM professionals, with a set of relevant profiles for key ITSM roles; and working with the sector to develop skills training, recognition and professional support in order to help promote and advance ITSM as a modern profession. Further information will be available shortly.

We all have the choice of whether to lead or follow, whatever our title, whatever the situation. In IT Service Management (ITSM), we often see providing support as following. However, evidence suggests that we considerably enhance our reputation and delivery if we take the lead. What does that look like exactly? Is it our remit? How will we bring others with us? Philippa Hale and Jean Gamester offer some suggestions.



# Untangling the 7 threads of service leadership

Look more closely at service management teams working on projects or making improvements to operations. Authentic and effective leadership is happening at all levels. The person who inspires others to act quickly in an emergency, who admits a mistake promptly, understanding how this minimises wider organisational impact; the person who speaks out when something has been bothering the team or great service isn't being delivered; the person who mends fences between teams. This person has leadership qualities, and their behaviour and attitude add value to the business, reduce costs and risks, and improve credibility and relationships.

In our work with many hundreds of IT departments, we have identified seven threads of leadership activity that anyone can do, in any service management role, at any point when delivering services, designing products or making improvements.

Why 'threads'? Because we want to get away from the idea of steps or stages where one finishes and another starts. Leadership activity and the use of emotional intelligence (Goleman 2000) need to flow continuously through all our activities. If these are used well – right time, right situation – they can prevent projects, products, processes and relationships from becoming entangled.

## Thread 1

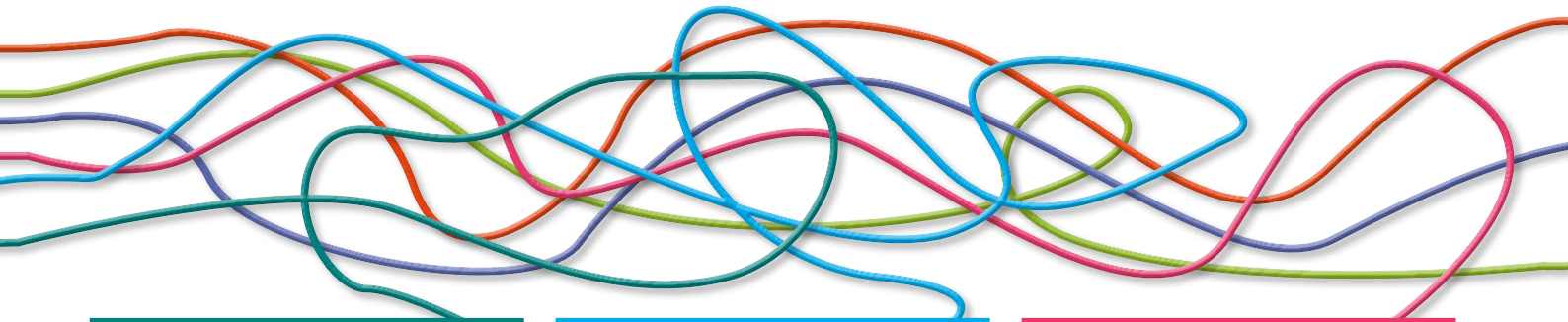
### Spotting and validating needs

This first thread of activity involves observing and evaluating what is happening now with an open mind, avoiding 'habit blindness' and 'group think'. All projects, product development and change initiatives begin with someone being curious, hearing stories, noticing needs or opportunities inside or outside the organisation. That focus on careful observation, listening, creativity and ideas generation needs to be sustained throughout, often combining gut feel with hard facts. Is it still working? What are the costs, benefits and risks of changing or starting something? What else could we do?

#### Suggestions:

Are you passionate about an idea? Get a 'reality check' with others. If you are unsure, get more information from close colleagues, then from people with different perspectives; and listen, don't just defend your ideas.

Think about your processes and projects. Are they still delivering value? For whom in the business? Based on what criteria? Could you save your organisation and your team's precious resources, effort and time by stopping, refocusing or re-prioritising any part of your work?



## Thread 2

### Making the pitch

This thread involves presenting ideas and making them sound clear, practical and compelling, to get the support of a wide variety of audiences. An idea is pitched to senior management to get funding and approval. A project or process is pitched to new team members, partners, customers and suppliers, all with different opinions, needs, motivations and levels of understanding. Changes are pitched to the people not actively involved but personally affected, through changes to roles, relationships, processes or even job security.

#### Suggestions:

Ensure your pitches are presented in your audience's language, so that they have the right emotional resonance and credibility. This means that you will need to know your audience well – real engagement is needed.

Also, you may need to repeat information many times. People are busy, miss meetings and emails, or just don't have your level of technical knowledge and experience. You will need to explain changes, progress and decisions made, in your audience's language, to manage expectations and perceptions.

Next time you prepare an important message, stand in your audience's shoes, think how your message will land and what you want them to think, feel and do. What jargon and technical elements do/don't they need to understand? You may need to 'reframe' – show people a different angle they hadn't thought of, which might address their concerns. A few extra minutes planning a message can significantly increase engagement and collaboration, reduce delays and improve decision making.

## Thread 3

### Getting going

This is the thread for practical planning and thinking through the detail. Not 'in at the deep end' and not 'analysis paralysis', but the sweet spot in between. "Never plan alone" is the true Service Management leader's motto at all stages.

#### Suggestions:

Make planning activities fun and engaging – for example, a well-planned kick-off session including high-energy brainstorming and knowledge exchange activities. Involve others with diverse specialist knowledge to open up 'black boxes'. This helps with estimating, sequencing, highlighting interdependencies and workload management, and makes the road ahead clear to all.

Find out who needs what information on progress, when, in what format so that you can manage expectations and agree who will be consulted or informed over changes. Ensure everyone knows the checkpoints that will show progress and if there is something that can't not be done, then just do it (being sure to tell/involve the necessary people!).

Put a simple graphical image of your plan (one A4 page in a font size you can read) on a real or virtual whiteboard that all can see, and use a dashboard to highlight main achievements, risks and opportunities, goals and deliverables. Lastly, highlight the updates so that you have a living, evolving picture of the project.

## Thread 4

### Building the team

For this thread we focus on creating and sustaining a bond between people who may not have worked together before, who come from different backgrounds and functions. They may also be working remotely.

#### Suggestions:

Building relationships of trust and respect is an actual job and needs constant work. It doesn't happen by itself. Especially when working remotely, a simple word or action misunderstood and not clarified can be the thin end of the wedge that creates the split between 'us and them'.

Make effective team and cross-team working everyone's responsibility. State very clearly what you would like the team dynamic to be and role model it. If you want enthusiasm, a team who are keen to engage and to support each other, you need to reward these behaviours when you see them and say if you don't. Encourage the whole team to do the same.

Don't avoid the 'storming' stage. Trigger it by reviewing regularly, openly and without blame. Then the stakes of raising issues aren't too high. Be realistic about the team's skills and knowledge – allow for the learning curve and different learning styles – yours and theirs. Some like being thrown in at the deep end. Others want support.

Add an item to your team meeting agenda: 'What's working well and what needs attention in our team working?' Demonstrate constructive discussion and discuss sensitive issues one to one.

“Ensure your pitches are presented in your audience's language, so that they have the right emotional resonance and credibility.”



## Thread 5

### Getting engaged

This is where we track the wider impact of our project or change initiative on the organisation, navigate the politics, and mitigate disruption and resistance to change, rather than being too internally and technically focused.

Even small changes to IT services, products and processes need to do be done with our colleagues and customers, not to them. It is a myth that everyone resists change. What people don't like is the unknown, the ambiguous, the arrogant or aggressive. No-one is obliged to collaborate so we need to understand what would make them want to. The strongest human motivators at work are 1) enjoying a sense of safety and belonging, 2) seeing we are making an effective contribution, and 3) feeling appreciated/ recognised.

#### Suggestions:

Find ways to involve people in ways that genuinely meet these universal needs. You can't reach everyone so build a strong network of local, reliable advocates who know each specialist community affected by your work and will involve them and give support.

Are your stakeholder needs being met? Could they help you succeed if you worked more closely with them? Consider who could act as advocates and get them on board. Create a 'stakeholder map' to better understand who you need to engage with, and work out a plan to build those relationships and get support.

Level of understanding	Spectators (or saboteurs)	Advocates
	Unengaged	Enthusiasts
Level of emotional engagement		

## Thread 6

### Making it happen

This thread focuses on action, personal resilience and emotional intelligence – how we handle the interpersonal interactions. Skilful use of different leadership styles in different situations is key: when to push for action and when to open up the debate; when to set the pace yourself and when to coach others to lead; when to focus on the task or relationships to get the job done.

#### Suggestions:

We need to look after ourselves, manage stress levels and workload, as well as being there for others. Authentic leadership is all about making sure we are able to be 'mindful' or present in the moment. We need to understand what is reasonable pressure – which can be very energising and bring out the best in us and our teams – and what is actually overload. Under stress we can get tunnel vision which affects our judgement, relationships and decision making, even our health. Keep taking the pulse: yours, the team's, and that of the organisation around you.

Take a step back and make sure you are leading your projects or initiatives and they aren't driving you. We are all human, so ask for help if you need it. A good tip is to notice how you are feeling physically. Are you noticing any tension, such as a tight knot in your stomach or chest, a sensation of head spinning or an overall sense of tiredness over and beyond the work itself. This will be clear to others if it isn't to you. Just a single minute to stop-breathe-think can significantly clear your head and improve your performance.

## Thread 7

### Reviewing, learning, celebrating

This is the thread of being open to learning and ensuring the team and others involved are too. You need to build in actual forums and mechanisms for this. Forget the 'tools' – this is a purely human experience. Have they been influenced to improve, or to do things differently?

#### Suggestions:

Try informal on-the-job coaching, for individuals or teams, constructive team reviews and knowledge sharing at meetings. It can also include feedback on the job, e.g. making sure activities are properly finished and to the necessary standard. Take time to ensure each new tool or process or change is embedded in day-to-day practice and has actually been an improvement for the people involved. Talk to them directly, don't send out a survey, because you will learn much more. Innovation is fuelled by continual iterative cycles of improvement, developing the practice stories, building on the successes and lessons of the previous cycles of activity.

Manage expectations by dividing a large piece of work into manageable chunks or cycles, then visibly signalling completion of each chunk. Regularly recognise effort, remind everyone of what the changes have contributed to the organisation and agree what still needs fixing, without blame. Summarise those achievements for your different audiences in language that will engage and inspire them, give you credibility and consolidate your relationship.

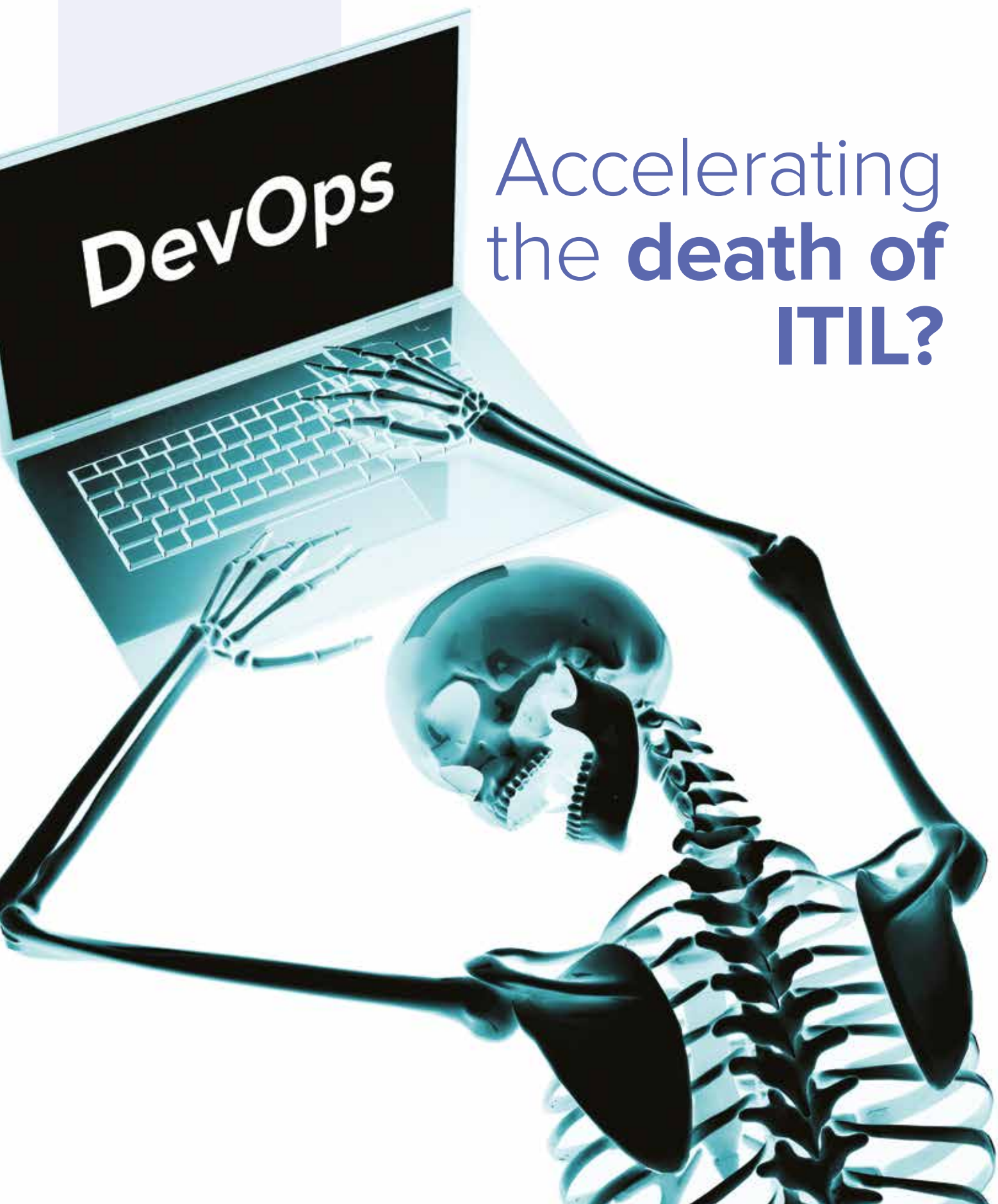
Consider how often you have reviews, what they feel like and what they deliver. Don't accept long, dull and unproductive meetings. Make them short, inspiring and productive!

Also think about who you involve, how you prepare, how much care you take when you document or present information about progress, problems handled, issues resolved and opportunities seized. This should not be 'boring documentation'. If it is, do it differently. It should be your legacy and track record of adding value to the business, and yet another opportunity for leading and influencing.



Philippa Hale and Jean Gamester are senior consultants at Open Limits and on the Associate Faculty at Henley Business School. They work with many organisations including Harrods, FT, British Transport Police and regional police and local government IT departments, Hearst UK, Orient Express (now Belmond), BG Group, NHS Trusts, HR Wallingford, Pincet Mason, Punter Southall, Royal London Asset Management, Which? Vodafone and CIPD.

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# Accelerating the **death of** **ITIL?**

Speaking recently at an event in Europe, I was approached by a developer who explained that ITIL was 'killing' innovation in their company. I asked him how they were continuing to deliver innovation and he said they "implemented a methodology called "NoOps!" I immediately felt my governance senses tingling, but rather than rush to judge, I waited for further details. I asked him what the difference was between DevOps and his NoOps, and he replied "not much, but we feel better believing there is no operations involved."

But there is a difference. Let me explain.

The rush to increase the pace of change and release automation, especially with the rise of mobile computing, is accentuating the popularity of continuous release or DevOps. Agile development methodologies that help better align IT with business expectations have been further accelerated by the acceptance of mobility and apps for business.

Think about it for a moment. The app that you are using on your smartphone or tablet is rapidly developed, tested and released to production (and in many cases today, immediately updated) with no human interaction. It stands to reason that, as releases become more frequent and the changes within them smaller, we should automate the processes across development, test and production. And should we need to back out a change, we can even automate a backup before the change is applied.

Now in the old-school ITIL world, the change process encumbers the developer moving code to production. Why wait for the next Change Advisory Board meeting (CAB) when the risk and impact of the change to the business is low?

Enter DevOps.

DevOps is not a standard or a framework; it is a philosophy of merging development and operations, something that we have been attempting for years. DevOps extends agile from methodologies long practised in development to achieve continuous operations.

When implemented effectively, DevOps completes the continuous integration and release process across the testing and pre-production environments into the operational realm. This has the advantage of giving the whole cycle of development and transition to production complete transparency, from the approval of the work request to delivery and use. Unlike in the traditional ITIL world where a completed change is thrown over the fence to the operations function, a key DevOps advantage is that code is promoted as soon as it's developed, verified and tested. And since deployments don't pile up, complexity and risk of failure are minimized. The smaller the change, should it fail, the more likely the area of impact is known and can be resolved or backed out and service restored.

An all-to-frequent implementation error with IT Service Management is the assumption that all change is created equal. But all change is NOT created equal.

For example, a major ERP system upgrade that will impact the very core of your business is a change that would be deemed an extreme risk to the organisation. It requires more diligence and a meeting of all concerned, including impacted stakeholders, prior to production - the Change Advisory Board - might be a great idea!

Compare that scenario to changes for new and innovative services such as updates to mobile apps that happen on a regular basis, or the implementation of innovative solutions or experiments.

The difference between those two scenarios illustrates that there are multiple channels to production, with different levels of risk and varying degrees of impact from the changes involved. In some cases DevOps is the best approach (continuous change), in others a traditional Waterfall approach makes sense.

Within the service management world, many strive to implement all changes with 100% success, but the reality is that some change will fail for a variety of reasons. A key tenant of service management has been continual improvement, and this is where we have an opportunity – based on our experience we can learn from these failures that occur from time to time. A small number of steps in any process are easier to deliver with quality and within a DevOps cadence; start small and you should be able to deliver a higher rate of throughput and, more importantly, success.

Many development organisations are leveraging a DevOps philosophy, yet operations have been slow to do so. In my opinion, DevOps offers operations a significant opportunity to rapidly remove work and activities that they should not be focusing on, and instead allow them to focus on what really matter.

More importantly, the removal of the age-old boundaries between operations and development is essential to help the business thrive in the application economy - a core objective for most businesses today. That said, it's not about removing rigour or returning to times of IT being consistently unavailable. DevOps executed effectively should increase rigour and structure, typically around process automation, while enhancing compliance at the same time. For instance a given change can be automatically populated, its risk determined, and the automated audit checkpoints written to the automated backup of the production environment before the change is actually pushed to production.

So as you think about your current investment in good service management practices, DevOps doesn't mean the death of ITIL, but it does signal a change in how operations operates. Implementation of a DevOps philosophy will require organisations

# “DevOps extends agile from methodologies long practised in development...”

to review their ITIL change and release management processes at a minimum, leveraging automation to streamline process while at the same time delivering the compliance required in many industries today, such as healthcare, finance and insurance.

A common complaint I hear about is resistance from some in the current Service Management organisation. In working with those who are resistant, you should communicate the value of their roles to the business as they transition to focus on value - adding process such as proactive problem management or paying more attention to traditional organisational change where the risk and impact to the business are high.

DevOps adoption is not signaling the end of ITIL, nor is it about abandoning current investment in process. Rather, it is more akin to upgrading your approach in a way that drives enhanced value to your organisation.

Remember – as I say to myself everyday – IT serves the business, and those are the people who pay our salaries. In short, if IT can't deliver, the business will go elsewhere.



Rob Stroud is Vice President, Strategy and Innovation at CA Technologies and President of ISACA. Follow him at @RobertEStroud and share your experiences.



Most CIOs would agree that collaboration is key to the long-term success of IT service management; but as Nigel Martin reports, careful planning is essential in ensuring that we engage effectively with stakeholders inside and outside IT.

# Championing enterprise collaboration



IT needs to harness social technology with a clear purpose. Enterprise collaboration tools are gaining traction in other areas of the business and the benefits of a more 'social' business are becoming tangible.

Social collaboration is destined to be the next great paradigm shift in internal corporate communication and co-working.

However, collaboration outside of their department has not traditionally been one of IT's core strengths. IT people are natural problem solvers, but they're inclined to tackle and solve problems on their own. As such, the challenge of making IT more open and collaborative is not an easy one; it requires a change in culture, not just a change in technology.

Businesses know they need to get their people working together to share knowledge and collectively solve problems. Deloitte's recent CIO survey crystallises the current challenge facing IT leaders: "Now is the time for CIOs to choose whether to remain custodians of core IT systems or become drivers of growth through technological innovation."

The core issue lies in the latency of allocating the right investment to these enabling technologies. So while there is almost universal recognition that investment in new technology is the right thing to do, allocation of funding is not matching intention. If we look at the CIOs top three elements of their portfolio (delivery of business outcomes through IT services; enhancing the customer experience through technology and building

a more agile model) it is clear that without investment in collaborative technologies there will remain a Rubicon to cross.

To stay relevant to the business, IT must cross this divide. Technology is a key enabler and differentiator in organisations large and small, so it's important that IT and the business collaborate to agree on the technology they need, and IT teams collaborate with each other to deliver that technology fast. Otherwise, business units will quickly take their technology demands to third party cloud and managed service providers.

Effective problem management means finding the root cause quickly, but in large organisations with complex interconnected infrastructures the process of root cause analysis can extend across multiple teams.

Collaborative working helps you quickly pull knowledge from different teams to identify key areas for investigation, getting you to the root of the problem faster.

So how do you go about planning an IT collaboration initiative?

The key challenge of implementing collaboration is taking the first steps and understanding that the optimal route to adoption may be to start small and build momentum.

The first step is to gain executive support. With the best will in the world, there is no guarantee that collaboration will take off organically and if it is happening already it needs structure to fully leverage, so your

re-engineer socially-oriented processes from the ground up.

Business priorities should be kept in mind when selecting use cases, to ensure that they tackle problems that are affecting the business. Connect with process and service owners to discuss and refine these opportunities before taking them into production.

Clearly, IT collaboration needs supporting tools. The use cases should throw light on the technology requirements, but on top of the functional requirements there is one other key requirement: the technology needs to be integrated into the IT operations tools that people are using.

monitor the “health” of IT collaboration going forward). It is not possible to simply drop the technology on people and expect them to navigate their own way through an unfamiliar social maze.

It is important to recognise and reward successes to keep up momentum. Positive peer feedback is a powerful motivator for continued engagement and gamification is also an effective driver. By rewarding valuable collaborative behaviour with points and badges you can establish a positive feedback loop, reinforce the importance of collaboration and optimise engagement levels.

“Effective problem management means finding the root cause quickly...”

Of course, an IT collaboration strategy shouldn't just be virtual. It's important to mirror digital collaboration with efforts to increase collaboration in the offline/physical space. Remove physical barriers like cubes and private offices. Replace them with open plan desk areas and informal meeting areas.

Once cross-IT collaboration hits a certain level of maturity and IT people are familiar with the mechanisms and social etiquette, it's time to extend collaboration out to the end-user community. This is the point at which IT can finally begin to build real bridges with the business: engaging with business stakeholders in open discussions around how IT can support more efficient operations and new technology-driven business strategies.



collaboration strategy will need the “force of law” behind it. Executives must reinforce that ‘this is happening’ to drive engagement.

It may sound simple, but start small. Agree on clear and practical goals. It is common practice for new collaboration projects to start within IT, building momentum and laying the foundation for a shift in working practice. Following the ITIL framework, adopting collaboration for processes, such as the Change Advisory Board, can provide a practical starting point.

Examine offline networking activity and pockets of online collaboration that are already happening. This exercise should uncover and inspire use cases - opportunities for the introduction of virtual collaboration into existing IT processes. ‘Baby steps’ is the order of the day; this isn't the time to

The functions need to be front-and-centre in the systems they already use. If they need to log into a different system, adoption will be severely compromised.

It's at this stage that social mentoring is important, to help change habits and embed the desired collaboration mentality. As users see the value for themselves, they will start to see opportunities for collaboration that haven't been prescribed to them. They will experiment beyond the initial use cases, using the inherent flexibility of collaborative tools to support other processes and tasks that benefit from collaboration and crowd sourcing.

This is the tipping point in the adoption of IT collaboration. Where the tipping point lies will depend on your organisation and what you hope to achieve – but you will need to plan out how to get to this point (and then



Nigel Martin is VP of Global Marketing at Axios Systems

# Downtime: how long before your company is affected?



**Unscheduled downtime of only a few minutes can seriously impact business revenues and reputation. But, as Teon Rosandic reports, poor communication is often at the root of the problem.**



As IT departments manage more mission-critical processes, companies are becoming increasingly reliant on digital business processes, internet-enabled devices and the consumerisation of IT. These developments have placed an increasing amount of responsibility on IT professionals.

Managing alerts can be a huge challenge – sorting out the important tasks from irrelevant ones whilst setting the right person to resolve an issue can often be hit or miss. Identifying an initial contact might be easy, but what happens when that person doesn't respond to an alert? In a sizable company, the escalation hierarchy gets complicated and messy.



“45% of respondents reported that their business is impacted following an outage of just 15 minutes or less.”

According to a recent study by Dimensional Research, locating the right person to investigate an IT issue often takes as long as, or longer than, resolving the issue itself. Whilst the search is on for the right individual, the business is left suffering and is negatively impacted within mere minutes of an IT outage. Business stakeholders overwhelmingly feel that IT isn't resolving disruptions fast enough. Key findings in the research include:

- **45%** of respondents reported that their business is impacted following an outage of just 15 minutes or less
- **60%** said it takes that same 15 minutes or more just to identify the right individual to respond to an issue
- **Nearly half** reported that it takes as long, or longer, to identify the right individual as it does to resolve the actual problem.

This research investigated how IT professionals respond to the alerts and communications they receive, and what effect they have on issue resolution. With 80% reporting that loss of digital data would have a more significant effect on the business than traditional bricks and mortar assets, the extreme importance of IT responsiveness to issues is clearly illustrated. Yet a surprising 41% of respondents said they have ignored IT alerts and communications.

### No more fumbling around

The last thing IT needs during incident resolution is to be fumbling around trying to find somebody capable of fixing the problem. Previously people would be happy to wait if emails or any other services went down for 10 minutes. Now, service interruption is recognised instantly by angry employees or customers. Every minute counts, especially when downtime leads to a reduced productivity, lost revenue and an inability to serve customers.

Part of the challenge with IT alerts and notifications is that those notified may have personal events that compromise their ability to respond. Most inconvenient scenarios where respondents have received an IT emergency alert include: “while taking a shower”, “during the birth of our child”, “at a wedding”, “attending a funeral” and “at Disneyland”.

Using a dynamic and automated system that is updated based on team availability could generate better response by IT professionals, leading to better accountability and faster resolutions ultimately minimising business impact.

### Poor communication increases downtime

As shown by the survey, poor incident communications unequivocally increases downtime -- nearly everyone agreed (91%). Businesses trust IT to keep critical systems running smoothly while securing highly valued data. But, when issues arise, taking as long or longer to locate experts as it does to actually resolve the issue is unacceptable, particularly when the technology exists to automate the process. Better alerting and communications management can reduce IT

downtime and business impact significantly whilst also providing a platform for IT's growing role and responsibilities.

“Using a dynamic and automated system that is updated based on team availability could generate a better response by IT professionals”

To download the full “Business Impact of IT Incident Communications: A Global Survey of IT Professionals” report, go to: <http://info.xmatters.com/rs/alarmpoint/images/xMatters-2015-Survey-Report.pdf>. The survey polled more than 300 IT professionals from the United States, Europe and Mexico. Participating companies came from a mix of sizes – from large enterprises with more than 10,000 employees to medium-sized businesses with 1,000 employees – and from a variety of industries, including technology, financial services, manufacturing, healthcare and more.



Teon Rosandic is VP EMEA at xMatters

# Service management in action

Richard Horton reports on the recent ITSMF UK Service Management in Action event, where service management leaders explored the key issues facing us in delivering new services that support and enhance the business, while rising to some newer challenges for ITSM such as cyber security.



Look at this picture until you are confident that you know its contents then cover the picture. Can you remember what the flag in the bottom left hand corner was? How many of the flags have red as one of their colours? How many of the countries are in the EU?

Memorising items and then being asked questions on them was an illustration used at the recent ITSMF UK Knowledge Exchange, where people assembled to explore a range of challenges around the theme 'Service Management in Action'.



and Doing are all significant elements. If we ignore one (and it's often Feeling that we ignore), we do so at our peril."

The increased importance that the customer has reflects in a need to respond more immediately: picking things up as they happen rather than through month end retrospective reporting. Which isn't to say you throw out such reporting, but you might do it a bit differently. For example, we like our RAG charts, but we do insist they reflect measurable criteria. What about asking the customer to give a RAG rating for relationship status with no criteria. You do the same and then you talk about it. What is driving perceptions and any differences in them? This sort of approach is an example of how we can engage with the undervalued emotional perspective.

At the moment a lot of attention in this area is playing catch-up: e.g. how do we detect and respond to issues? What about putting the different threads here together and making sure that we design for a good customer experience in the first place?

Stuart Rance concluded the day with a look at Cyber Resilience. Previously we've talked about security, and the focus has tended to be on prevention. However the stark picture is that you can't prevent a sufficiently determined attack. In this context we still need to stop what we can, but need to be detecting breaches and making sure our responses are appropriate. Do we have processes that will enable the organisation to rescue itself or are we at risk of joining high profile cases where it's not just the initial breach that's the problem, but the failure to detect and address it appropriately. Here Service Management can add value to the Information Security world.

So, a thought provoking day with threads shared between the various presentations. A final image: Chris Williams talked about his 11-year-old daughter and how amazed he is at the consummate ease with which she adapts to rapidly changing technology. A service manager of the future, perhaps?



Richard Horton is Service Delivery Manager at the NIHR Clinical Research Network and a member of the ITSMF UK Management Board.

Karen Brusch from Nationwide used this memory game (or one very much like it!) to illustrate the difficulties we experience when we try to design services. No matter how hard we look we miss things, because they don't look important. But when we take those signed off requirements and get down to building what we have designed, we find that these things that we missed do matter. And all this assumes that people know what they want in the first place, which they tend not to. Even if they do, when we've worked out what they want and documented it neatly for a supplier to fulfil, does the supplier understand the business language being used. There are many pitfalls here. The understanding that was shared was that we have been unrealistic in our expectations of how we can design and how a design will be interpreted. And then we blame people (at a different stage in the chain, of course). To get better results we need a more open culture.

Design is not the only area where we have struggled. Planning also causes a lot of difficulty. Consider a stone thrown into water. It causes ripples. Imagine that stone is a change being implemented. Now imagine multiple stones being thrown: lots of conflicting ripples. Yet we insist on planning as though the stone we are throwing not only will be landing on a flat surface but won't cause any ripples either. This was explored in the context of collaboration. The more complex, uncertain and disturbed the environment we are working in, the greater the need to collaborate.

Two of the speakers at the event, Jon Dodkins of OVO Energy and Chris Williams of EE, gave their first-hand accounts of leading service management in dynamic market place conditions. It was striking here how Jon highlighted the value OVO place on humility: are people willing to put aside their hard won experience to take on a new way of doing things? And this is a company value, not a service management value – embracing the way that the business works as a whole and being fully part of it. Chris Williams from EE outlined his view of the Service Manager of the Future with its emphasis on business relational skills and raised a challenge of ITIL needing to be reviewed for a mobile age to remain relevant. In both cases challenging environments had shaped how people organised themselves.

David Wheable of Forrester explored the future in more detail. Do service managers expect to be doing the same role in 5 years? This was his starting question before he outlined how difficult it has proved for general service management practice to move forwards with no one achieving good maturity levels across all processes. There's clearly plenty to work on here, but it's likely to be more in the same sort of "core ITIL" areas within organisations focused on supplying services, while others move more in the brokerage direction, seeking to utilise the capability of business (rather than IT) technology.

**"No matter how hard we look we miss things, because they don't look important."**

Alison Cartlidge from Sopra Steria provided another perspective, focusing on Customer Experience. First we looked at the questions Forrester use when asking about CX: did you enjoy it, how easy was it, how effective was it? Customer Experience is much talked about and the message here was painted clearly: you can't afford not to pay attention to this – it's differentiating organisations that succeed. Alison highlighted how key to this another CX is: Customer Expectation. Lurking behind any conscious expectations are subconscious expectations – and these are more than half the picture. So what do we think the expectation contract might look like? What is going on here is rarely teased out but is key to successful service provision. As Philippa Hale highlighted in her subsequent session on collaboration, "Thinking, Feeling





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