serviceTALK

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the forgotten process

#ITSM23

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ITSM 23

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Greetings from itSMF UK!

The last 15 months or so since we started to emerge from COVID-19 lockdown has been a breeze for some and immensely unsettling for others. Some are still adjusting to being back in the office full-time after a period working from home, and others are finding that their businesses have been fundamentally changed forever as a result of a financial battering from the pandemic and economic conditions. Add to that the incredibly rapid impact of ChatGPT, and many professionals are now concerned that their jobs are being undermined by the advance of AI.

So, can ChatGPT replace ITSM? From my perspective, we should not look at AI tools such as ChatGPT as a threat but as an opportunity. How many times do we hear the cry, "I would do that, but I just don't have the bandwidth; I'm too busy". In those circumstances, could we not use AI to shape some documentation? True, AI may not get it right first time, but that in itself is no reason to reject it as a tool to help us. In years gone by, yes, we have strived for perfection in our service modelling and process development, but the advent of agile thinking means we now try something first and improve and iterate moving forwards.

So why not try ChatGPT or similar to create the first attempt? How much time will that save you? You can then focus instead on improvement, iteration and integration, rather than staring at a blank screen or whiteboard wondering where to begin. I don't see AI taking over from ITSM professionals any time soon, but we can certainly keep in our toolbox.

As many of you will know, I am passionate about three things: mental health, embracing neurodiversity, and enabling young professionals. itSMF UK has been looking at how we can reach out in these areas and I am delighted that at ITSM23, our annual Conference in November, we are including all three elements. One of our conference tracks will include sessions on mental health and neurodiversity, and we'll also have breakout areas and discussion tables to enable people to find a quiet space, open up to like-minded colleagues, or learn from those with more experience in the workplace. I'm also delighted that Lucy Banks and Hannah Hammonds, winner and runner up respectively of last year's PSMA Young Professional award, will be speaking this year. itSMF UK is also working on an exciting offering for young professionals and those aspiring to work in ITSM, so watch this space.

If you are loving the new reality after COVID-19 and an improved work/life balance, please take time to support other colleagues who are struggling with an ever-changing landscape of cloud, AI, and the 'always on' culture of agile working. Encourage your organisation to train up mental health first aiders, so that you're aware of the warning signs. Become an active listener, reading between the lines if you can. If you feel comfortable doing so, have an open-door policy so that people know they can reach out to you.

For those of you who are struggling, don't wait for someone to ask how you are. I know it is incredibly difficult to admit to others that you are not coping, but unless you

speak to someone, things could spiral out of control. itSMF UK is currently working with the Facebook Back2ITSM community in developing a 'healthy heart, healthy mind' initiative, so this will be another way to find personal support within the industry.

The coming year in ITSM is full of opportunity. We are in a great position to bring iterative improvement to service management within cloud delivery and agile ways of working; using AI to help us take a lead in providing mature service management for the new reality.

So please join in the discussions generated by itSMF UK either on LinkedIn or via our website. We're keen to know what you believe is the next big thing, to hear your success stories, your lessons learned, or just your musings. Let us have your ideas for blogs or raise questions on the discussion forum. On the back of your interaction, we can create future webinars and collateral for the wider ITSM community.

Enjoy the ride!

Karen Brusch Chair, itSMF UK

ITSM23 – back in the Stad again!

Our Annual Conference and Awards are returning to Reading this year – and we're delighted to say it's bigger and better than ever.

Reading's Madejski (Select Car Leasing) Stadium – close to M4 junction 11 and a mainline railway hub – proved a perfect venue for last year's conference. So we're returning this year, with all the popular features of last year's event plus a special new fourth track and a sparkling line-up of service management presentations from organisations such as BT Enterprise, Vodafone, Sheffield Council, Barclays Bank, Direct Line, cinch, ITV, Home Office, Danske Bank, Department for Work & Pensions... The list goes on but you can see all our speakers and topics overleaf.

As last year, networking and interactivity are our main priority. We'll be offering lunchtime round-tables, some longer interactive

sessions focusing on personal welfare in the workplace, a welcome reception for those arriving on Sunday evening, and a whole host of networking opportunities across the two days of the event.

We're delighted to confirm that our opening keynote speaker is Mandy Hickson - one of the first female pilots to serve in a front-line Tornado GR4 squadron, playing an active role in the conflict in Iraq. After twenty years' service, Mandy now talks about the personal and strategic lessons she has learned with frankness and appropriately wry humour. From motivation to decision-making, she gives a vivid insight into the leadership, teamwork and communication required to define and then realise specific goals in high-pressure situations.

We also welcome Troy Hawke as our very special guest to the PSMA awards dinner on the Monday evening. Founder of the viral

Greeters Guild, Troy is an erudite home-schooled 1930s throwback... the Errol Flynn of the high street. Educated, sophisticated, but utterly clueless. Troy has been performing full time on the domestic and international comedy circuit for the last ten years and has won several awards. His 2019, 2021 and 2022 tours have all sold out as well as his last two Edinburgh runs, so we're sure this will be an evening to cherish. And if you haven't yet considered an entry in this year's PSMA awards, check out the details later in this issue!

Finally, a big thank you to our main sponsors 4me, Eficode, HaloITSM, KTSL, OpenText and Moveworks, and awards sponsor PeopleCert, without whose support our annual conference wouldn't be possible.

We hope to see you there. Book your Early Bird place at www.itsmf.co.uk/itsm23

Webinars, masterclasses, meet-ups… and new intros to ITSM and sector spotlights

itSMF UK has always sought to provide the right information and guidance to members to help them excel in their service management roles, and to this end we've developed a range of webinars, masterclasses and forums to fit event need.

Although the majority of our events are still delivered virtually – via Zoom, Teams, or ClickMeeting – we will be running a greater number of face-to-face meetings and member meet-ups in the months ahead, culminating of course in our annual conference in Reading in November. Going forward, we aim to offer a balance of online and physical events to suit all members, so please let us have your views and feedback.

Our webinars – all free to members – offer a great opportunity to join one of our subject matter experts for a focused hour of content and Q&A. And after the event, a recording can be found in the member area of the website.

Our in-depth masterclasses take a fresh approach to the challenges faced by today's ITSM practitioners. They are presented by experienced facilitators from within the industry, providing real-world guidance and practical advice – with the objective of developing new skills and sharing experiences with other members.

We've recently added a couple of exciting new event categories that are worth highlighting. Our Introduction to ITSM is for apprentices, graduates and those moving into ITSM for the first time, focusing on best practice in key areas in ITSM and how they work together. The Intro comes in two parts. Part 2 is an interactive business simulation that allows the theory learned during Part 1 to be applied in a realistic educational and fun environment. Step by step the team will apply basic ITSM processes and learn how to deal with different business and IT situations.

Secondly our new Sector Spotlights – based on the highly popular format of our online SM Forums – discuss key service management topics through the lens of a particular sector, such as healthcare, higher education, central government, or finance. Sector Spotlights are open to all so why not check out the upcoming dates?

We hope you can join us for one of our virtual or face-to-face events in the near future. The list continues to expand, so please keep an eye on the website – https://www.itsmf.co.uk/ – for the latest news.

itSMF UK event schedule 2023

	PRICE	JAN	FEB	MAR	APRIL	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC
MASTERCLASSES													
Availability and Capacity Management - NEW	£295										17-18 (O)		
Business & IT Alignment - NEW	£295						06-07 (O)						
Continual Improvement	£295					11 (O)						02 (O)	
Demonstrating the Value of IT - NEW	£295							04 (O)					
Designing the right XLAs - NEW	£295				27 (O)							02 (O)	
Digital Operating Model	£295		09 (O)							21 (O)			
Introduction to XLAs	£295			21, 22 (O)							12 (O)		
Human-centred design for ITSM - NEW	£295						13-14 (O)						
Introduction to ITSM (Part One) - NEW	£99		03 (O)				20 (O)			19 (O)		28 (O)	
Introduction to ITSM (Part Two) - NEW	£99		28 (L)					13 (M)			19 (L)		
ITAM & Service Configuration Management	£295		28 (O)										
IT Service Continuity Management	£295					17-18 (O)							
Knowledge Management (KCS)	£295					18 (O)						07 (O)	
Major Incident Management	£295					20-21 (O)					05-06 (O)		
Post Incident Review	£295						22-23 (O)						
Problem Management	£295			16-17 (O)						28-29 (O)			
Re-imagining the CAB - NEW	£295			22-23 (O)						13-14 (O)			
SIMULATIONS													
DevOps	FREE						15 (O)						
ITIL 4	FREE			01 (L)			08 (O)			13 (M)			
SIAM - NEW	FREE			02 (L)						14 (M)			
SAFe	FREE										10 (O)		
MEMBER MEET-UPS													
Member Meetup	FREE		21 (NI)	24 (Br)	24 (O)		TBC (O)		TBC (O)		TBC (O)		
Communitites of Practice	FREE			07 (O)		24 (O)	TBC (O)			TBC (O)			
LEADERSHIP COUNCIL													
Council Meetings	FREE	11 (O)	08 (O)	08 (O)	19 (O)	17 (O)	14 (O)	12 (O)	09 (O)	13 (O)	11 (O)	13 or 14 (R)	13 (O)
FORUMS & WEBINARS													
Service Management Forums	FREE	17 (O)			24 (O)		07 (O)			TBC			
Webinars	FREE	19 (O)	21 (O)	07 (O)	25 (O)			18 (O)					
ANNUAL CONFERENCE													
ITSM23 Conference & Awards	SEE WEB											13-14 (R)	

Key: (B) Belfast, (G) Glasgow, (L) London, (M) Manchester, (R) Reading & (O) Online.
For the exact location, or where location is not listed, please visit the website for latest details.

Version 1.2 - 06 / 03 / 2023

For more information on any of our events visit - www.itsmf.co.uk/events

MONDAY 13TH NOVEMBER 2023

	Track 1 - Princess Suite	Track 2 - Royal Suite	Track 3 - Premier Suite	Track 4 - Midea Suite
08:30 – 09:00	Registration and Refreshments			
09:00 – 09:20	Conference Opening – Karen Brusch, itSMF UK Chair			
09:20 – 09:30	itSMF UK Operations Update – Graham McDonald and Mark Lillycrop, itSMF UK			
09:30 – 10:00	Keynote – Mandy Hickson			
10:00 – 10:20	Refreshments and Networking			
10:20 – 11:05	**The Gartner ITSM Hype Cycle in plain English** Aaron Perrott & Andrew Davies, KTSL	**IT asset management - tips from the trenches** Julia Veall, Vodafone	**Implementing SIAM in a global retailer** Peter Hubbard, The Body Shop	**Mental Health in the Workplace** Interactive session TBC
11:10 – 11:55	**From ITSM to agile: a journey towards agile service management** Andy Ferguson & Faith Thomas, University of Birmingham	**A menagerie of meaningless metrics - green is good... right?** Sean Burkinshaw, BT	**Getting more value out of CMDB by understanding your services** Milla Kuosmanen, Efecte Finland	
12:00 – 13:00	Lunch and Round-Table Discussions			
13:00 – 13:45	**Service-centric architecture for business agility** Cor Winkler Prins, 4me	**Service Influence - an alternative approach to service management** Michelle Major-Goldsmith & Simon Dorst, Kinetic IT	**The DirectLine journey (PSMA22 Team of the Year)** Lee Ham & Mark Curry, DirectLine Group	**Good, better, best... never let it rest... until your good is better and your better best. Go compare!** Ian MacDonald, Edenfield IT Consulting
13:50 – 14:35	**Citizen services digitalisation & value for money** Mike Weston & Olivia Harker, Sheffield County Council	**My year as an ITSM young professional** Lucy Banks, Barclays	**When did IT change management become change prevention?** Chris Good & Sammy Allanson, Mason Advisory	**How Nestle IT are modernising ITSM** Osvaldo Santos, Nestle
14:35 – 14:55	Refreshments and Networking			
14:55 – 15:40	**NHS Wales - a service management and regulatory journey** Keith Reeves & Paul Evans, Digital Health & Care Wales	**The importance of women within technology** Hannah Hammonds, cinch	**The hitchhiker's guide to ITSM practices and standards** Rob Akershoek, The Open Group/DXC	**Measuring true value - showcasing IT with business SLAs** Martin Goble, Tata Consultancy
15:45 – 16:30	**Service management in a changing healthcare world** Iona McCann & Russ Etherington-Bates, BJSS	**The evolution from problem management to reliability management** Sean Auckland & Thomas Krenz, Vodafone	**Building ITIL 4 Service Value Streams** Akshay Anand, Atlassian & Roman Jouravlev, PeopleCert	**From service management to service manageability** David Billouz, OCIRIS Global
16:35 – 17:20	**The more we practise, the luckier we get...** Spenser Arnold, HM Land Registry	**Outcome centric options** Jane Humphries, Fujitsu Services	**Who wants to be a Chaos Monkey?** Cristan Massey, Independent	
17:20 – 18:00	Delegate Drinks and Networking			
18:00	Conference Close			
19:00 – 19:30	PSMA23 Pre-dinner drinks			
19:30 – 00:00	PSMA23 Awards Dinner with special guest Troy Hawke			

TUESDAY 14TH NOVEMBER 2023

	Track 1 - Princess Suite	Track 2 - Royal Suite	Track 3 - Premier Suite	Track 4 - Midea Suite
08:30 – 09:00	Registration and Refreshments			
09:00 – 09:30	Panel Discussion - Mental Health in the Workplace			
09:35 – 10:20	**ITV: the UK's largest commercial broadcaster - a service management case study** Bhuvana Sriharimohan, ITV	**Roles & responsibilities in modern ITSM** Akshay Anand, Atlassian & Roman Jouravlev, Peoplecert	**The journey to proactive experience management** David Maskell & Simon Wilson, Computacenter	**StressLess: managing stress in the workplace** Simone Moore
10:25 – 11:10	**Does IT service management need to change?** Dean Clayton, OpenText	**Managing service for sustainability** Frieda Morton-Evans & Barry Corless, CGI	**ISO/IEC 20000 - an evolutionary journey** Lynda Cooper and Scott Standen, ISO/IEC/IST/60/2	
11:10 – 11:30	Refreshments and Networking			
11:30 – 12:15	**Sponsor session** **Halo ITSM**	**Evolving through an ITSM strategy & beyond** Patrick Biscoe, Home Office	**How to successfully pivot from ITSM to ESM** Darren Rose, FSP	**Armed Forces Community of Practice**
12:20 – 13:05	**Practical aspects of IT resilience management** Vytautas Adomaitis, Danske Bank	**Embedding continual improvement into service operations - AgileOps** Geoff Soper & Gareth Watkins, IPO	**Modern support: transforming your employee and customer service** Neville Hughes and Mark Bewick, Cloudstratex	**10 steps to be unsuccessful with ESM tool implementation** Paula Määttänen, GuideVision Finland
13:05 - 14:00	Lunch and Round-Table Discussions			
14:00 – 14:45	**Sponsor session** **Moveworks**	**Implementing an IT service design & transition process - adapting to a variety of project methodologies** Ian Williams & Kevin Giles, Close Brothers	**Using capacity management with service transition to deliver great services invisibly** Vawns Murphy & Duncan Croser, Sovereign Housing Association	**Amplify ITSM with digital employee experience** Ian Aitchison, Nexthink
14:45 – 15:00	Refreshments and Networking			
15:00 - 15:45	**Wax on Wax off - Putting the shine on Service Design** Simon Walker & Phil McClure, Department for Work & Pensions	**Let's chat - looking at the potential impact of generative AI in the enterprise** Shane Carlson, ServiceNow	**Global best practice - adoption and adaption to drive IT organisational improvement** Nicola Postlethwaite, BT Business	
15:50 – 16:35	**LEAN in to hear how a war dance inspired my team to succeed** Stephanie Ward, Scopism	**Enterprise SIAM as a key enabler of the Defence Digital Backbone** Nigel Gill, Atkins & TBC, MOD	**How ISO ITAM certification will positively impact ITSM** Martin Thompson, The ITAM Forum	
16:40 – 17:00	**Conference Close:** Karen Brusch, Chair, itSMF UK			
17:00	**Conference Ends**			

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PSMF and professional development

Members often ask us for help with skills management and professional development. How do their current role profiles compare with industry standard roles? How can they manage skills development within their teams and identify significant gaps? How should they map specific training needs against available courses and providers?

PSMF offers members an opportunity to create their own skills profile with the help of a simple self-assessment. Based on the popular SFIA 8 framework and using a toolset provided by itSMF UK partner SkillsTX, PSMF addresses all of the points above and opens up a wealth of personal development opportunities to itSMF UK members.

Last year we added a new, intuitive front-end to the Framework. It takes about an hour to complete the assessment, after which you will have access to a wealth of information and resources to help identify the gaps in your current skillset as you move forward in your service management career. Why not give it a go?

Alternatively, if you'd like a wider corporate view of your team's skills and the ability to allocate appropriate staff to projects, identify competency gaps, and put training programmes in place, contact us to discuss a PSMF Business subscription.

www.itsmf.co.uk/psmf/

Measuring service management maturity

Maturity is a measure of an organisation's ability to deliver predictable outcomes, including on-time delivery, productivity, quality, compliance, and customer satisfaction. Crucially, it has a proven link to organisational success. The higher your level of maturity, the more likely you are to achieve your service management and organisational objectives.

Last year BT became the very first organisation globally to complete a fully certified ITSM Maturity Assessment based on the PeopleCert/Axelos ITIL Maturity Model. Conducted by itSMF UK in our role as an Axelos Consulting Partner, the assessment is designed to measure all the maturity indicators listed above, and to identify any areas for future improvement and development.

By providing this service we will be able to help our member organisations understand clearly where they need to focus in improving their overall level of maturity. And over time the anonymised data we collect from these assessments, in addition to the benchmarking data that PeopleCert/Axelos publishes, will allow organisations to see how they compare with their peers.

Interested in finding out more? Check out the Maturity Assessment page on the website or contact the office to set up an initial call.

www.itsmf.co.uk/maturity_assessment/

PSMA23:
Awarding excellence in service management

And the winner is...

The call for nominations for our Professional Service Management Awards (PSMA) is now open.

Why not give some thought to the outstanding service management professionals in your organisation who deserve a place on our platform this year? We'd like to hear about the great teamwork, ingenious solutions to problems, unsung heroes and thought leaders that have really made a difference.

PSMA offers a perfect opportunity to highlight the achievements of IT service management individuals and teams whose skills, commitment and imagination have marked them out for special recognition.

Winners will be announced at the gala dinner on Monday 13th December during Conference. With a fine menu, music and celebration, plus entertainment from our very special guest Troy Hawke, this will surely be an evening not to miss.

You can check out the call for nominations or book your dinner tickets on the itSMF UK website.

Winners and finalists at PSMA22

Paul Rappaport Lifetime Achievement Award

WINNER
- **Paul Wilkinson**

Ashley Hanna Contributor of the Year

WINNER
- **Sean Burkinshaw, BT Enterprise**

FINALISTS
- Richard Oliver, MSL
- Dan Marshall, Ministry of Justice

Service Management Team of the Year

WINNER
- **Direct Line Group**

FINALISTS
- BT Enterprise – Morgan Sindall Service Desk
- Department for Work and Pensions
- Digital Health and Care Wales
- Legal & General
- Vodafone

Sponsored by PeopleCert

Service Innovation Team of the Year

WINNER
- **Barclays Bank**

FINALISTS
- Co-operative Group
- HSBC Bank
- Legal & General
- Vodafone

Young ITSM Professional

WINNER
- **Lucy Banks**

HIGHLY COMMENDED
- Hannah Hammonds

FINALISTS
- Jordan Wray, BT Enterprise
- Aaron Kumar, SCC

Thought Leadership Award

WINNER
- **Ian Macdonald, Edenfield IT Consulting**

FINALISTS
- Paul Wilkinson, The Shiny New Thing that Really Helps
- Katrina Macdermid, Humanising IT... and other steps forward

Young voices speak out on Service Management

Barry Corless talks to the finalists in this year's PSMA Young ITSM Professional of the Year award about skills, learning and future aspirations.

One element of 2022's Professional Service Management Awards that really stood out for me was the quality of the finalists in the Young ITSM Professional of the Year category. This is awarded to an individual under the age of 30 who has demonstrated an outstanding level of achievement, ability and team support in the early years of their ITSM career, and who also promises great potential for future success.

The finalists this year were Jordan Wray of BT Enterprise, Aaron Kumar from SCC, Hannah Hammonds of cinch and Lucy Banks of Barclays Bank. Hannah was highly commended in the final analysis and Lucy was the overall winner. I was lucky enough to catch up with Lucy, Aaron and Jordan at our ITSM22 conference in Reading to ask them some questions about their careers to date.

Firstly, I asked them what excited them most about working in the ITSM space. The three were unanimous in their view that every day is different. Lucy enjoyed the fast pace and the opportunity it gave her to develop her passion for women's, young people's and diversity issues. Jordan specialises in cyber security so for him the opportunity to learn in an ever-changing landscape was massively important. Aaron focuses on first-line support at a secure service desk and reassuringly felt that relationships and learning from each other were key.

My second question probed the skill areas they'd like to develop in the future. Aaron was unequivocal in believing that leadership was the most important competency for him. He has a desire to improve his public speaking too (one for the itSMF UK conference team to note!) Leadership and management were also high on Lucy's agenda, as she seeks to further her career in a wider enterprise context. Added to this

Lucy Banks presented with her award

was a desire to enhance her knowledge of incident and problem management to help her respond more readily to customer needs. Management was also on Jordan's list but his passion for security showed through with a desire to improve problem solving and ethical hacking skills.

The next question was 'Where will you be in five years' time?' Jordan wants to be seen as a tech expert and the 'go-to guy' in his field of expertise. He also has aspirations to become more involved in service design. Aaron most definitely wants to have progressed into management but with a view to specialising in software engineering. For Lucy it's all things ITSM but, again focusing on leadership, she has a director role in her sights with vice-president as a stretch target.

I opted for a different vector with my penultimate question, wanting to explore how a different generation acquires its knowledge. I asked, 'How do you like to learn'? One common thread was that the traditional classroom received short shrift. Lucy is a fan of learning on the job with a strong practical element to support knowledge gained in short bursts on-line. Jordan is a fan of lab environments for hands-on learning. Aaron echoed the other finalists in stating a preference for learning at the coal face but added that he found troubleshooting a great

learning tool. Aaron encourages learning by 'ask, ask, ask' and aims to soak up the answers like a sponge.

Finally, it would have been remiss not to ask for our finalists' advice for other young ITSM professionals making their way in the industry. I asked for one piece of advice... and I got two or three pieces from them all!

Aaron says, 'Don't give up', 'Look for new ways to do things and develop', and finally 'although you can learn from the past... don't dwell on it'. Jordan in a similar vein urged us 'not to get too disheartened when things sometimes go wrong' and to also not be afraid to 'give it a go', very much mirroring latest thinking in ITSM which urges us to experiment. The final word goes to our winner Lucy. She suggests we welcome feedback, adding that nobody makes mistakes on purpose. Lucy is a strong advocate of Barclay's policy on mentoring, giving ITSM professionals the opportunity to bounce ideas off each other and discover new insights into issues. Lucy's final piece of advice could prove the most prophetic of all as she urges us to 'surround yourself with people who want to see you succeed'.

It was very clear to me that the current group of young ITSM professionals are benefitting from developing in a society where customer

service and experience are major factors driving their careers. I'm sure Lucy, Aaron, Jordan and Hannah will go on to become leading lights in our area of work and, on behalf of itSMF UK, I wish them every success in doing so. Please keep coming back and telling us about your experiences to encourage more young people to see ITSM as a real career option!

Barry Corless

Barry Corless is Director Consulting Expert at CGI and a former Chair of itSMF UK.

Measuring customer experience

itSMF UK recently held a Member Meet-up at Burges Salmon in Bristol, bringing together organisations and individuals from across a number of different sectors who all had one thing in common: the desire to provide excellent customer experience. Chris Kingsbury shares some of the outputs and feedback from the amazing discussions generated, led by expert speakers Chris de Souza from CGI and Neil Keating from Bright Horse.

Is customer experience the only metric that matters?

In the ITSM world, we are obsessed with metrics. We want to be able to quantify and measure everything, and using SLAs, OLAs and KPIs to gauge the performance and ultimately the success of our service management functions has been a staple of almost all processes and practices for some time.

In the last few years, we've seen the rise of customer experience metrics, focusing on customer satisfaction rather than traditional service levels. But our obsession with metrics does not go hand in hand with excellent experience, which traditionally is a more qualitative than quantitative value.

To open the day in Bristol we shared a TED talk by Rory Sutherland (Rory Sutherland: Perspective is everything - YouTube) who talked about how the operators of Eurostar considered spending £6bn to make the trains faster to improve customer experience; however for a fraction of the cost we could have had free reliable Wi-Fi or supermodels serving free champagne for the duration of the journey.

Have we stopped caring about customer experience in the UK?

It's important to note that good customer service does not denote a good customer experience, and this topic formed a large part of our discussion at the Meet-up. Many of the tools we use to improve customer experience, such as IVR, self-service or chatbots, could be seen by our users as an inconvenience even if they result in more efficient service delivery. It's important to consider when making 'improvements' whether they actually contribute towards a better service or simply deflect contacts from our service teams.

The value of customer experience could also be simplified down to "is our customer having fun?" Nobody enjoys queuing, however many people are happy to wait for hours at a theme park to get on a ride, mostly because time and money have been invested in to making that experience interactive and fun. We can ask the same question in service management, how can we make the whole experience more engaging as a whole?

Finally consider the value of first-hand experience. We often tell our users what they want or need, but don't often put ourselves in their shoes. Consider the last time you experienced the customer journey; are you waiting for the next time you have an IT issue? By going through the process yourself, you might begin to understand why users get frustrated over the phone, avoid using self-service or hate interacting with a chatbot.

Use of XLAs

Helping understand what customer experience really is was another key part of the day. Looking at coffee and the café business in more detail helped to put that into context, especially understanding the difference between a service and a true experience:

- Commodities - Coffee beans
- Product - Instant coffee
- Services - Café
- Experience - Starbucks

A café will provide me with coffee as a service, but Starbucks realised that they could turn that coffee into an experience and, more importantly, that people would pay more for that experience. However, it's worth noting the continued evolution in this space. We've started to commoditise good quality coffee at home, meaning those providing good experience need to continue to evolve and offer better experience to maintain their position as a leader.

Customers don't like to complain and can live with issues up to a point, but unreported causes of dissatisfaction and will often manifest in frustration, anger or bad sentiment across an organisation. To mitigate this, utilising an XLA model which captures both structured and unstructured feedback can help to proactively identify those issues, as well as gauge the overall sentiment of the customer experience. There are a variety of tools out there which can help automate elements of this process, however a manual process may suffice at first to capture customer sentiment.

Understanding what our organisation and stakeholders expect is a key part of measuring success in customer experience. Take the airline industry, for example. A Ryanair customer will have very different expectations to someone flying on Virgin Atlantic, partly because of the cost and partly because of the differing requirements between a short-haul and long-haul flight. It's important we consider this when creating our metrics around customer experience.

Conclusion

Customer experience, we concluded, is a huge part of delivering excellent service management but is not the only thing that matters. It is vital you have a process for managing and monitoring your customer experience levels (more commonly known as XLAs), but being able to align these new measurements with your SLAs, OLAs, KPIs and stakeholder strategies is crucial, and communicating with your end users and following their journey is a key part of understanding that perspective.

We had a very collaborative day discussing the possible ways to improve customer experience. Many thanks to Chris de Souza from CGI, Neil Keating from Bright Horse and Burges Salmon for enabling an excellent and productive Member Meet-up.

Chris Kingsbury

Chris Kingsbury is a Lead Consultant at CGI and South-West and Wales Regional Chair at itSMF UK.

Using ISO/IEC 20000 without certification

Not all organisations want to gain a certificate of conformity. For some, it is enough to put in place a good management system to support effective and sustainable service management practices to ensure delivery of reliable high-quality services. In both cases, ISO/IEC 20000 is worth consideration.

ISO/IEC 20000-1 (Part 1) is an international standard for service management specifying requirements for an organisation to deliver managed services of an acceptable quality for its customers using a service management system (SMS).

Many organisations reach for a service management framework such as ITIL®, VeriSM™, IT4IT™, SIAM®, or Agile/DevOps. These frameworks offer guidance and, by their very nature, are lengthy. Often an organisation can become overwhelmed and confused with the number of options proposed, wondering where to start or what is essential. Other organisations have implemented service management practices already but want to make improvements in specific areas.

ISO/IEC 20000-1 states the requirements for service management in 20 pages. For each topic, there are a series of 'shall' statements which can involve as few as one or as many as 12 requirements. Compare this to the number of pages for just one process in ITIL or other frameworks!

These requirements from ISO/IEC 20000-1 can be used as a plan to focus the organisation on the essentials for a service management implementation or improvement programme.

The requirements from ISO/IEC 20000-1 should be listed and further references made to the wider ISO/IEC 20000 series guidance and/or frameworks as relevant. If you are using ITIL, then ISO/IEC 20000-11 Guidance on the relationship between ISO/IEC 20000-1 and service management frameworks: ITIL, has excellent explanations about similarities and differences between ISO/IEC 20000-1 requirements and ITIL4 as well as 2-way mappings.

If the organisation uses SIAM or Agile/DevOps, there are two new parts of the ISO/IEC 20000 series being developed which will provide guidance on the use of these

ISO/IEC 20000-1 Requirements

Organisation's Service Management System (SMS)

ISO/IEC 20000 Series Guidance

Frameworks e.g ITIL, VeriSM, IT4IT, SIAM Agile/DevOps
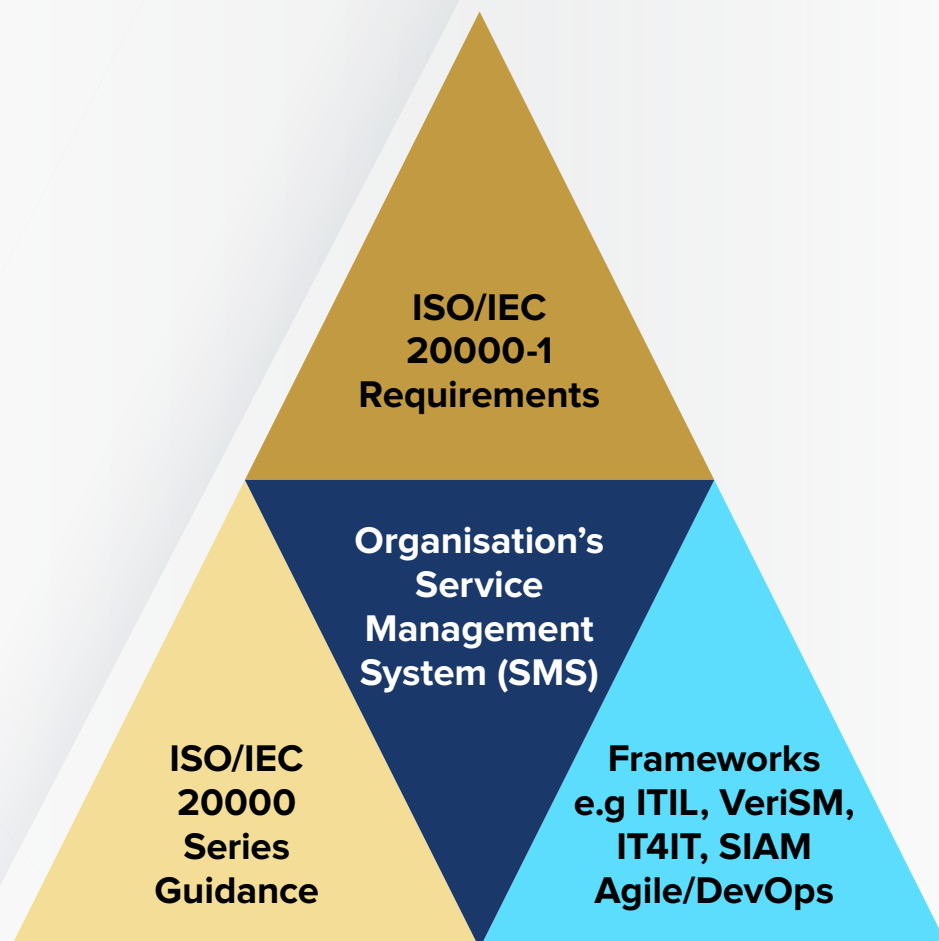
with an SMS, again including mappings. Additionally, the ISO/IEC 20000 series has other guidance documents to help you to interpret and implement the requirements.

Internal audits can be used to check on the effectiveness of service management and identify any opportunities for improvement.

It can be seen from this that ISO/IEC 20000-1 is beneficial to organisations who do not need or want to be certified but want a clear industry-accepted focus to identify the key requirements for service management

to support their implementation or improvement programme.

If the organisation is interested in gaining a certificate for conformity, all requirements must be met, independently assessed by a certification body, and then a certificate will be issued which states that the organisation is conformant to ISO/IEC 20000-1:2018.

Good luck with your next steps into ISO/IEC 20000-1, whether or not you opt for certification!

Lynda Cooper

Lynda is an independent consultant and trainer, and the project editor for ISO/IEC 20000-1.

The Service Desk & IT Support Show 2023:

discover the latest ITSM solutions and free education programme

The Service Desk & IT Support Show is returning to ExCeL London on the 10-11 May 2023 and free registration is now open. Last year's show was the first since the pandemic, and the industry were keen to reunite in person, and catch up on what had been going on in the world of IT Service Management.

See solutions in action and speak to the experts

On 10-11 May 2023, 60+ ITSM vendors and cutting-edge start-ups will be demoing the newest IT service solutions and answering questions, with the goal of streamlining ITSM systems. Visitors will have the opportunity to meet with teams and easily compare service offerings from leading brands like Freshworks, Hornbill, Ivanti, Vivantio, ManageEngine, TOPdesk, IFS assyst and HaloITSM.

Event Director Alice Fulton said, "The innovation and development we are seeing in the IT Service Management sector currently is electrifying. We have fabulous individuals and teams working hard and showing tenacity like no other." She continued, "SITS 2023 is really looking like a world-class showcase of our amazing industry."

Learn and discover the latest thinking in ITSM

SITS is also excited to deliver the only free ITSM education programme in Europe. Over two days, three theatres will hold 60 free educational sessions, alongside a keynote theatre, breakfast briefings and hot topic workshops. This year's presentations include everything from AI and digital transformation to experience management and ITIL. Presentations will be delivered by a carefully curated group of top speakers from the ITSM world and beyond, including Marval Software, SysAid, ServiceNow and ivanti.

A huge area of focus this year is automation and agile working, as both employees and customers want a smooth online experience, where they can easily request and consume services regardless of what business unit delivers that service.

Another significant theme returning this year is diversity and inclusion, with presentations on neurodiversity, mental health and the menopause, highlighting issues that affect people inside and outside of work.

'I left SITS with a head full of ideas!'

Valerie Wilson from BT will be presenting her session 'Coming together is the beginning; Keeping together is progress, working together is success...' She will be delving into the merits of the service desk working much more closely with the key associated ITIL practices, while reflecting on BT Enterprise's journey to merge these functions.
Michael Kent from SolarWinds will be looking at how using ITSM, ITAM and ITOM - and connecting them - is essential to accelerating Mean Time to Detection and Mean Time to Resolution, in the session 'Why unifying ITSM+ITAM+ITOM is essential to achieving today's service levels.'

SITS 23
THE **SERVICE DESK** **& IT SUPPORT** SHOW

10-11 MAY 2023
ExCeL LONDON

"Attending SITS was so valuable, I implemented changes I had learnt in the seminar sessions as soon as I got back to the office. You will gain focus and excitement about your job,"

said the Service Desk Manager for Amplience, following a visit to SITS 2022.

An excellent opportunity to network with like-minded professionals

This year's exhibition will be bringing together thousands of industry peers, to discover the latest innovations, share the latest thinking and have conversations that can move ITSM careers forward. There will also be plenty of new features to explore, including free networking drinks, live entertainment and a photo booth.

For further information and to apply for a free ticket to attend SITS, The Service Desk & IT Support Show, at ExCeL on 10-11 May 2023, please visit www.servicedeskshow.com

Use priority code SITS127 when booking your ticket.

Constant change or changing constantly?

Change may be constant, but how you manage and embrace change can make all the difference, argues Chris Evans

'The only constant is change'. Whilst this statement is meant to be thought-provoking, it is also ambiguous. Are you experiencing constant change, or are you constantly changing?

Grammatically there is little difference; however, I see them very differently. In an ever-accelerating technological landscape, change is a constant. We aren't just experiencing gradual evolution anymore. With new players such as ChatGPT, the world is seeing step changes in technology and this trend is getting faster. Unprecedented shifts in working practices due to Covid-19 have driven new ways of working that were unthinkable five years ago.

However, still prevalent within our space is the practice of reorganisation, reshuffling, and reintroducing previous flawed models of operation, without actually changing anything at all. Whether it be boards of directors, governments, or football teams, there is a fundamental belief that 'a change is as good as a rest'. In other words, the act of changing is all that's required to resolve a problem. The big problem with this approach is that it often wholly avoids 'the elephant in the room'.

Change can often be scary, but as stated above, it is inevitable. So if you are facing it

or leading others into it, then consider the following:

1. **Focus on the core problem, not the easy fixes** – Often we aim for low-hanging fruit or quick wins; however, if the fundamental issues still exist, then changing around them will not resolve them. Sitting in the dark due to a power outage is not resolved by changing the lightbulbs to LED.

2. **Make it mean something** – Change is not about adding punctuation or changing header colours. It's about tackling real issues and delivering value. What benefit does it provide, and to whom? Can't answer that satisfactorily? Then why are you doing it?

3. **Hearts and minds** – If you want people to change, cause them to be invested. They must understand the value mentioned above, which must mean something to them. People will 'perform', but if you want them to 'deliver', they must be on board.

4. **Use your resources** – Want people to be invested? Then involve them from the start. All those salaries you are paying are to people you believe have skills beneficial to the organisation. Use them, especially if those skills relate directly to the activity.
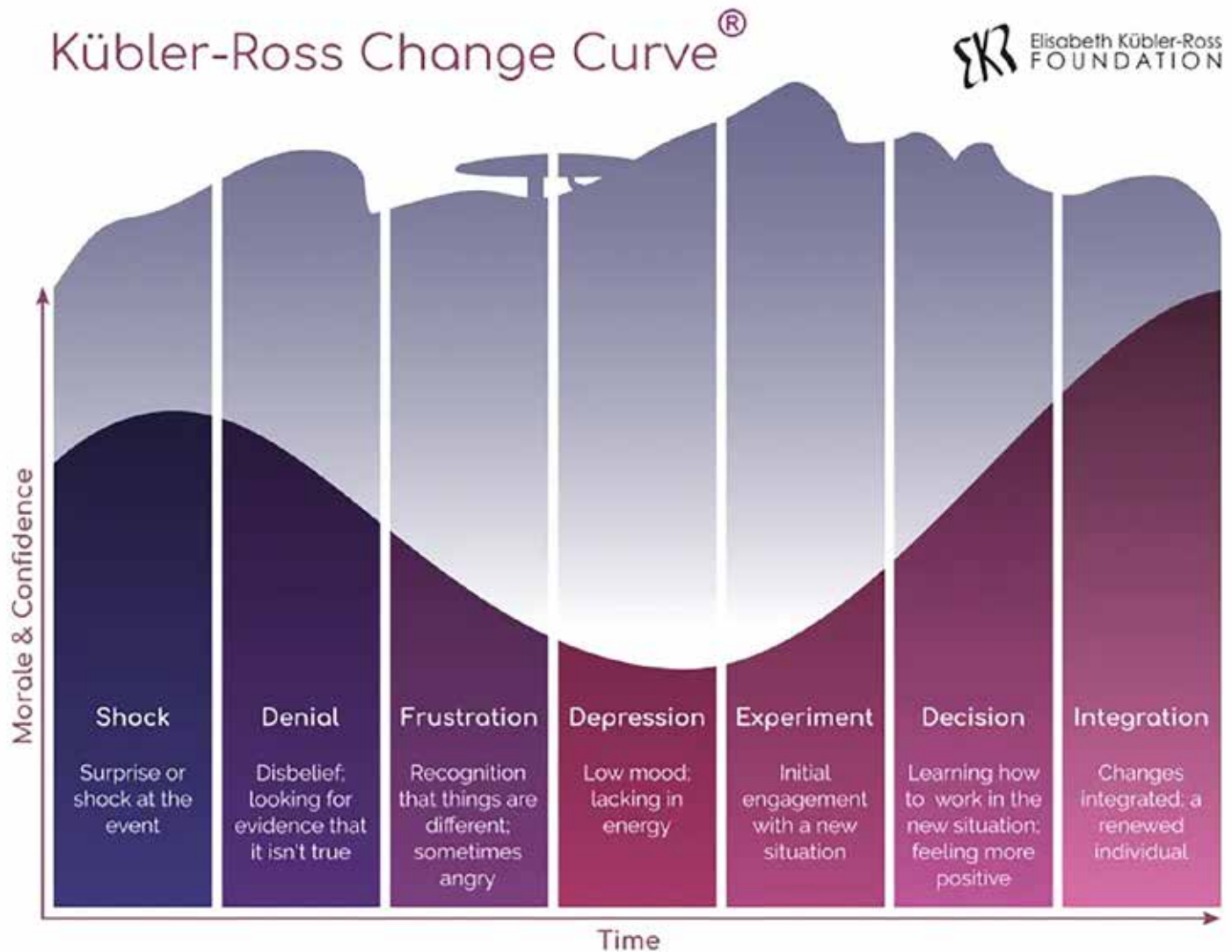
So, the organisation ensures change is perfectly formed, adds value, engages staff, and addresses the big problems we face. Job done, right? Well, no. If the company lays the path to success, employees have to walk it; otherwise, there is an equally high chance of failure.

When someone sees the headlights of change on the road, they can either jump behind the wheel and drive it forward or shut their eyes, ignore its approach, and let it run them over.

To become someone who can take control of change and use it to advantage, employees should consider the Kubler-Ross Change Curve®, the output of an in-depth study into human behaviour. Whilst there are no set times for any of these phases, most people will likely pass through at least some of them on their journey through change. It is heartening to know that resistance to change is human nature, not an individual failing.

By evaluating your approach against the natural order described within the curve, it is possible to embrace and ultimately drive change yourself. Being at the wheel creates an investment that delivers value. Embracing change includes:

Kübler-Ross Change Curve®

Elisabeth Kübler-Ross FOUNDATION

Morale & Confidence / Time

Shock	Denial	Frustration	Depression	Experiment	Decision	Integration
Surprise or shock at the event	Disbelief; looking for evidence that it isn't true	Recognition that things are different; sometimes angry	Low mood; lacking in energy	Initial engagement with a new situation	Learning how to work in the new situation; feeling more positive	Changes integrated; a renewed individual

1. **Understanding oneself** – Change can be tricky. Being clear on personal needs, standards, and goals will provide an anchor when the seas get rough.

2. **Using imagination** – There is always more than one solution, and the obvious one may not be the best.

3. **Understanding the position** – It's important to recognise what can and cannot be controlled and the available tools in the toolbox. Focus on things that can be managed and make the best of them!

4. **Don't quit** – Successful people don't quit – it's as simple as that. There is a difference between deciding to pull the plug on something, which may be tactically astute, and throwing hands in the air and walking away. Accept setbacks and push on.

5. **Call somebody** – There is no requirement to deal with change alone, emotionally or physically. Don't be afraid to call on additional resources, seek the advice and opinion of others, and go beyond the norm. Relevant experience, information, insight, and ability can be found in the strangest places.

6. **Be positive** – Accept that things are changing and the landscape might be uncertain. Don't try to anticipate every outcome in every parallel universe. Instead, do the best you can in the knowledge that no more could be done and a good outcome is more likely. If things do not go according to plan, take comfort in knowing the best efforts were made and turn it into a learning experience.

7. **Keep well** – It is easy to neglect the most critical things elsewhere when things get tough. Health is a person's most valuable possession; without it, the ability to cope will be non-existent.

In summary, change is a game of two halves that requires the instigators, implementers, and recipients to play an active, contributory role. Placing the focus on the value and using that to drive the rationale is the most powerful way to plan for success and the best way to bring people on board and keep them there.

Finally, the emotional nature of change and its physical and mental effects should never be overlooked but managed successfully to prevent them from being a roadblock. Don't be a rabbit in the headlights, be the one driving the car!

[1] https://www.ekrfoundation.org/

Chris Evans

Chris Evans is a **Service Management specialist and itSMF UK member.**

Leadership:
the forgotten process

Mohammed El-Arabi explains why leadership is just as a important for successful digital transformation as the underlying ITSM processes.

Going back a few years, before the digital transformation era, service management was for most organisations little more than a set of processes, with IT required to take the initiative in aligning with business goals and guaranteeing desired outcomes.

Even as the consultants started to talk about Enterprise Service Management as a way of extending the benefits of service management practices beyond IT, business people were still treating it as a pure IT development program; and the resources were still allocated from within the IT department.

However, a relatively small number of organisations were smart enough to assign their ITSM continuous improvement to the CFO, away from the IT department –

engaging in a more strategic way with the business. And those organisations are the ones that are now in the strongest position to undertake a digital transformation.

Today of course the whole picture has changed. Not only has ITSM become more business centric, but there is a more mature approach to adopting and adapting services to meet the needs and aspirations of the business. Service management teams have a pivotal role to play in guaranteeing that the right outcomes are achieved in terms of automation and digitisation, but we still need to make sure that we have the right people in place to steer the transformation and engage with stakeholders.

MANAGEMENT

IS DOING THINGS RIGHT

LEADERSHIP

IS DOING THE RIGHT THINGS.

This then leads to two very important questions. What do we really expect from those running digital transformation projects and managing ITSM frameworks? And what kind of skills do they need in addition to their knowledge of ITSM and practitioner accreditation?

In practice most of those assigned to run digital transformation projects are managers with more technical background than business and managerial experience. And this means that they are often ill equipped when it comes to aligning with the business and at the same time leading several functions across different departments without gaps or miscommunication. In short, they need to improve their LEADERSHIP skills.

A famous Vince Lombardi quote may be familiar to many: "Leaders are made, they are not born." This is so true.

Organisations tend to look around for leaders who can make the right decisions and lead the digital transformation in the right direction, especially during turbulent times. But maybe we need to focus more on developing leadership skills among our existing teams and empowering those who display them. This has become one of the most desired areas of focus for many organisations in recent times due to the potential benefit of creating rounded, creative individuals with the right balance of business and leadership knowledge.

> **❝Leaders are made, they are not born. ❞**
>
> Vince Lombardi

So while ITSM offers the best practice and methodologies to improve processes, leadership development provides those who run ITSM with the essential skills to improve the overall productivity and performance of the digital transformation. ITSM and leadership skills are twin critical success factors for any successful DT project:

1. **ITSM, to improve processes;**

2. **Leadership skills, to empower people.**

In many ways leadership is a process through which managers and leaders will be guided to reflect and gain awareness of who they are and what their potential strengths and weaknesses are. They can then be guided in a structured manner to improve on essential areas, bringing the best out of them and utilising their existing capabilities and resources to best effect.

As a leader, you are generally evaluated on managing people and driving them to achieve desired organisational outcomes. In simple terms, a leader should be exceptionally good at "getting things done" rather than "doing things".

However, to "get things done", you need to be influencing and challenging. You should be able to influence people to accept and face challenges with a positive attitude. While you manage others effectively, you need to retain a focus on your core job and responsibilities too. This in turn requires good delegation and effective communication.

Arguably, to become a strong leader your main priorities should be:

1. **Accommodate challenges**

2. **Influence positively, and**

3. **Improve productivity.**

Furthermore, you need to engage with your direct reports as part of your own improvement process. Their feedback will be a critical factor that impacts your personal journey as a leader.

Explore feedback with an open mind to see if there is truly room for improvement. And if feedback is negative, make changes and then re-evaluate with trusted reports to make sure you are going in the right direction.

So leadership development is a process, and every bit as important as the ITSM processes that it accompanies. Do you have a leadership process in place as an organisation? Do you have a personal view of your leadership strengths and weaknesses? If not, I suggest you start now.

If you're not sure whether you have the right skills needed for senior leadership in service management, why not complete our SFIA-based PSMF self-assessment?

Mohammed El-Arabi

Coach Mohammed El-Arabi is a business-critical consultant in service management.

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