

CEC/H-P Service Management Symposium

Implementing Best Practice - A Different Approach IT Service Management Improvement As 'Skunkworks' 18 May 2004

Martin Tate, IT Evaluation Ltd
martin.tate@itevaluation.co.uk

"Ensuring clients use IT that fits."
Delivering process, impartiality, knowledge,
reliability & savings on:
- ICT management best practice;
- ICT system & value reviews;
- ICT procurement, supplier evaluation
& system selection.

The business

Author note - specific client details removed from delivered presentation before Web publication

- Qualifications body
 - Formed by successive mergers
 - 10+ years
 - 15,000+ staff/markers
 - Results publication deadlines
- Huge legacy systems
 - Inherited from original organisations
 - Uneconomic to integrate – but critical

The project

- Improve IT service management
 - Reduce risk of downtime
 - Support an increasingly sophisticated infrastructure
 - Introduce system changes
 - In a safe & controlled environment

The challenge

- Re-invigorate service improvement programme
 - Running almost 3 years
 - Reached a plateau
 - Suffering from
 - Resource diversion
 - Lack of management attention

If your organisation is like this...

- No departmental rivalry / personal agendas
- Everyone committed to corporate good
- Zero resistance to change
- Effective communication
 - Especially between business and IT
- Strong management willing to take risks
- Overall service mentality – no silos
- Confidence in ‘The System’

Please leave
the room

Why Initiatives

- No ‘project management’
 - Previous programmes – limited success
- Cultural limits
 - Everyone understood the risks & objectives
 - Felt unable to change the system
 - Some cynicism
- ‘By the book’ information/consultation
 - Likely to be *counter*-productive
 - Innovation triggers the immune system

Intrapreneuring or Skunkworks

- Project run without official approval
 - 3M's Post-it Notes
 - Audi's Quattro
 - Du Pont's Kevlar
 - Ford's Mustang
 - IBM's first PC
 - Lockheed's SR-71 Blackbird & Stealth Fighter

On being skunky – first principles

- Like the customer
- Start small and build up
- Maintain low visibility
- Find senior sponsor
- Manage the approvals process
- Create team from the right people

Service management initiatives

- Self-contained but loosely coupled
 - Avoid single point of failure
- Large number started
 - Each with low risk and challenge
 - Broad front
 - 'Darwinian' selection

Selection guide (30+ factors)

Not reliant on another initiative's success	Customer will to change
Uses ext'l benchmark	Visible & senior sponsor
Quiet until successful	No establishment threat
No capital approval	Builds relationships
Creates heroes	Exciting idea/techniques
People volunteer for risk	Ethical & helps the weak
Recognises factions	Avoids mediocrity
Obvious corporate good	Small nbr people/depts
Expands existing group or framework (not new)	Enlists help from critic
	Rewards responsible behaviours

Some contrasts to ITIL ‘party line’

ITSM ‘BY THE BOOK’	ITSM AS SKUNKWORK
Executive authority	Moral authority
Top down	Bottom up
Sell & tell in advance	Quietly create facts
Consult & inform widely	Need-to-know
Process focus	Results focus
Await permission	Let's give it a try

© IT Evaluation Ltd, 10-04
www.itevaluation.co.uk

11

Initiative control sheet

Family	Prtly	Sponsor	Manager	Initiative	Objectives	Ref	Cmp
SDK	10	MS	NG	Expand e-mail policy into netiquette	Address e-mail over-use & inappropriate use eg over-copying or poor tone	050	0%
SDK	10	MS	NG	HD as conversation brokers (who to contact)	Means customers don't have to know who to ask; analyse needs & refer	054	0%
SDK	15	tbd	NG	Extend coverage of HD to new subsid	Common service, IT integration	049	
SDK	15	tbd	NG	Review ITC effectiveness & recommend improvements	Improve contribution of local IT expert ('IT Co-ordinator'); reduce SD workload	060	
0	2	2	0	Count of 005s / 010s / 015s / 90+	Service Desk Count	4	
SLM	05	RW	NT	Service catalogue (without OLAs/SLAs)	Fast preview of 'what you get from IT'; services defined in customer terms	021	100%
SLM	05	RW	NT	Create OLAs	Work with IT Support Groups to set formal internal agreements for service delivery and support	068	44%
SLM	05	RW	NT	Create SLAs	Generate generic Service Level Agreement for common services.	103	8%

© IT Evaluation Ltd, 10-04
www.itevaluation.co.uk

12

Initiative endorsement & control

- Customer survey – prioritised initiatives
 - Mostly endorsed those in progress
 - One surprise – IT vs Customer perception
- Project management by live documents
 - [Initiatives Spreadsheet](#)
- Steering group / Sponsors – Fortnightly
 - Initiative Managers – Weekly
- Use the sponsor

Progress to date

- Most initiatives succeeding
 - For instance, service catalogue
 - Joint business / IT Priority One process
 - Change Management beginning to involve Development Requests for Work
- Few failures
 - Typically, delays or deferrals
- Results are the best argument

Bonus benefits

- User confidence – unexpectedly quickly
- Robust to changes
 - Resilient to uncertainty
- Planet formation by clustering
 - Other projects attracted by gravity
- Importance of sponsorship
 - Stops IT ‘letting themselves off’
 - Initiative manager has a higher authority

Unexpected blockages

- Out of Hours Support process
 - Steering Group nervousness
 - Business feedback positive
 - Business Sponsor.....priceless
- Milestone sign-off takes time
 - Due to thin spread of tasks
 - Definitely a price worth paying

Any questions?

■ martin.tate@itevaluation.co.uk

Direct: +44 (0) 1772 752704

www.itevaluation.co.uk

Adtranz | Bacup Shoe | Barkland | Bombardier
Broadways Stampings | Business Link | Castrol
Connexions Careers Service | Corporate Credit | DaimlerChrysler
Department for Work and Pensions | Devil's Guide
Galloway's Society For The Blind | Gateshead MBC | Halo Retail
Hotel & Guest House Association | Kelland
Lancashire Fire & Rescue Service | Lancaster University Management School
Learning and Skills Council | LEGO | M6 Papers
Nottingham City Council | Pearson | Pinacl Communication Systems
Red Box Design Group | RNIB | Royal & SunAlliance
Svenska Cellulosa Aktiebolaget | Synchromatic | Travelodge | Turtle Wax