1.	**Q: Any thoughts on CMMI certification for software development shops?** A: Not familiar with certifications specifically for this. Capability Maturity Model Integration (CMMI) is most commonly used to improve software development processes and was originally intended to be the standard to get to Level 1 - Initial to Level 5- Optimizing in maturity. You may want to look at SIMM. The Service Integration Maturity Model (SIMM) is a paradigm stemmed from Carnegie Mellon that defines the extent to which various services are integrated in a service-oriented architecture (SOA).
2.	**Q: This is a lot of good information. Where should I recommend my organization start?** A: I'm a big proponent of ISO 20000. It really boils Service Management down to the basics. Start with benchmarking your processes against ISO 20000. It is a nice, simple checklist from which to start internally and at a high level. Many organizations like to start with a specific process within ITIL but by going through the ISO checklist you can better identify and prioritize pain points. For example, organizations often undervalue the use of a Service Catalog. How can you measure your services if you don't have a Service Catalog? All the frameworks speak to Service Catalog. Adopt the way it makes sense to you.
3.	**Q: There is a fear in my organization that our ITSM efforts are going to replace our Six Sigma efforts. How can I better explain how they can work together?** A: This is a common question. Six Sigma often enters on the business level and expands into IT. It is a disciplined, data-driven approach and methodology for eliminating defects in any process. Six Sigma doesn't define the processes you are going to measure – ITIL does. Six Sigma can help you measure your ITIL processes. Six Sigma can help you look at the number of "defects" or inefficiencies for areas of improvement. Both efforts are about eliminating waste or becoming more efficient. The two tie together. ITIL can get you to where you want Six Sigma to be.
4.	**Q: If we have implemented ITIL, what additional benefits will COBIT provide?** A: Control Objectives for Information and related Technology (COBIT) defines the control objectives that are necessary. It is an IT governance framework and supporting toolset that allows managers to bridge the gap between control requirements, technical issues and business risks. If you overlay COBIT to your ITIL maturity efforts you can see if you have achieved control objectives. You can use COBIT to audit your ITIL processes and demonstrate what you have achieved and areas of improvement. For example, you can supplement the IT operational process strengths of ITIL with the critical success factors and key performance indicators of COBIT. COBIT is used in a Sarbanes-Oxley audit and can help you pass an audit but there is no COBIT organizational certification. Keep in mind, ISO 20000 is also good for benchmarking.
5.	**Q: Do you have experience with the assessment model of Best Practice Live?** A: No. There are many assessment models now compared to what used to be a few Excel spreadsheets! Assessments overall are useful to engage dialogue -- do we "do that" or do we not based on our assessment findings. If anyone has experience with Best Practice Live, we would like to hear from you. Most maturity models are similar but if any stand out, please let us know.

6.	**Q: I would like to know if there are any major changes to the new suite of ITIL books coming out?** A: No. No major changes. In the spirit of IT Service Management and continual improvement, the ITIL books are undergoing an improvement right now. None of the concepts will change. The ITIL Project mainly addresses inconsistencies between the five Lifecycle books from their first launch in May 2007. For example, Service Level Management is documented differently in Service Design compared to Continual Service Improvement. Overall, no new processes are being introduced. There may be subtle vocabulary changes. Service Strategy is going to be the biggest change. Currently the book is hard to read and the improved book will be easier to read for audiences. For example "decodify the dynamics" as it read before may now read "IT service and business service achieve an outcome together." Overall, the ITIL Project stayed within scope. It's not ITIL 4, not a refresh - just improvement of consistency and readability like the same headings in every book. We also do not expect significant changes to the exams – just some minor tweaking to reflect the new consistencies. Best Practice Management just provided an update on the ITIL Project: http://www.best-management-practice.com/Knowledge-Centre/News/ITIL-News/?DI=628907.
7.	**Q: My organization is at CMMI Level 3. We are an Application Development company but have services that go beyond just development. Overall at Level 3 our services fit our organization well.** A: 3 is good! Level 3—Defined means your processes are documented, standardized and integrated. Most organizations think you need to be at a Level 5- Optimizing. This is not always necessary. The cost of getting to Level 5 may outweigh the benefits.
8	**Q: My organization is in the advanced stages of ITIL maturity. What would be the benefit of implementing CMMI?** A: Capability Maturity Model Integration (CMMI) is a process improvement approach developed and owned by the Software Engineering Institute (SEI). CMMI provides organizations with the essential elements of effective processes that ultimately improve their performance. If overall your ITIL processes are mature, you may want to measure the maturity of the integrated processes. How your Capacity Management and Incident Management work together for example. CMMI may show you at a 3 (Defined) for some but not all. Using CMMI should give you a view of where your processes are misaligned. Your Change Management could be at a 2 (Repeatable) and Configuration Management at a 1 (Initial). Since both are control processes, CMMI could demonstrate why you should focus on Configuration Management and bring it closer to the maturity of Change Management. There is also CMMI for Services which provides guidance that service providers can use to establish, manage and deliver services. Being in the advanced stage of Service Management is not easy. Good work.
9	**Q: Do you know of any good web resources for Six Sigma?** A: No. There is no control group for Six Sigma. ITSM overall is a heavily governed market in terms of certifications with distinct accreditation bodies. Not so with Six Sigma. There is no conformity from one Six Sigma green belt class to another for example. That is not to say certain classes are not good, you simply need to be careful. The International Association for Lean Six Sigma Certification (IASSC) http://iassc.org/ could be a good source. They seem to be trying to achieve governance and standards. (Post webinar we learned isixsigma.com is a good resource for Six Sigma.)