1.	**Q: When launching or strengthening an organization's ITSM initiative, how important is it to ensure that your general IT audience understands the difference between a process versus a procedure versus a work instruction, etc? My organization is fighting against approving processes until they are sure the procedural level best addresses their concerns.** A: Process is what we do, Procedures are how we do them and Work Instructions are detailed Procedures on how individuals perform a specific task. Should people understand the difference between these three things? Absolutely. You will struggle if you try to reach agreement on all procedures. And you will have convoluted processes if you intertwine procedures with them. For processes you need to focus on objectives. What are the outcomes of the process? Keep it high level. As an example, one organization put in place a Global Incident Management process. Culturally, how Japan handled incidents differed greatly than how the US handled incidents. That is okay. Process-wise everyone agreed on objectives and goals but procedurally they were given the freedom to create approaches that worked for them and their culture. Procedures can be localized. It is also important to agree on a common set of metrics that everyone must report on. Again, it then doesn't matter how, procedurally the work gets done, what matter is that the effort produces the desired result, which can be validated through the use of metrics.
2.	**Q: Balance! If you are having trouble finding a tool that matches the process you've designed, is it possible that your process is not optimal?** A: Fair statement. Processes are never perfect and tools are never perfect. What you really want is to understand the requirements of your process and then best match those requirements to the tool.
3.	**Q: Would you recommend sharing the 'ITSM Maturity Calculator' results with the business and/or upper management? How do we go about selling that?** A: Not initially. Initially IT needs to get their act together. Initially you need to get to a certain point of maturity before you are capable of understanding the process and then communicating the benefits of improving or implementing that process to the business. The question is, do you have the process maturity to be able to have the conversation yet with the business? If not, seek first to understand the business requirements and address them as best you can through process design and improvement. As you mature, you can then validate that customers are satisfied with the process and begin engaging them in discussions with regard to how to improve. If by upper management you are referring to IT management, I would say yes, absolutely. Sr. IT management should be the sponsors of your improvement program and so need to understand where the organization is and what your roadmap is for going forward.
4.	**Q: Can you give an example of tying end-to-end services to business process?** A: Sure. If you are a banking organization, an example of an end-to-end service is all of the IT services that underpin your online banking services and associated business processes. This includes the applications, technology on which those applications run, web services, etc. Or for a retail organization, IT services that underpin all of your point of sale activities such as running the

	registers in your stores. I come from a manufacturing background where we were focused on all the IT services that keep the shop floor up and running and product going out the door. So the important thing is to look at your organization's business process and be able to identify "end-to-end" all of the IT that underpins those business processes.
5.	**Q: I work for a medium-sized organization. Our biggest challenge is that our manager doesn't "walk to the talk." When the pressure is on, he will break process. How can we get him to "stay strong?"** A: Call him on it but not in the heat of the moment. Privately, the process owner for that process has to be strong enough to walk in and call the manager on breaking process and help him see the consequences of not following the process. The minute the manager steps out of process, it undermines all the process endeavors to date. If the manager feels the process is wrong, then the process owner should offer to talk about it and fix it. If these types of conversations are not successful, that is where executive sponsorship can come into play. An executive sponsor can enforce policies and address any breach. There is a reason that ITIL views the process owner and process manager as separate and distinct roles. The process owner typically holds more of a senior management position or has, at least, the clout within the organization to work with managers as a peer. Also, in IT we do a lot of bad things "in the name of the customer." We have to be careful about using "good customer service" as an excuse to go around policies and processes. Not following the process is not the answer in any situation. If the process is not designed well, fix it, and create a culture where compliance is required.
6.	**Q: Do any of the advanced ITIL courses teach you how to correctly build processes?** A: Not the ITIL classes per se. but there is a class called Certified Process Design Engineer (CPDE), which is part of the ITIL qualification scheme. It is a how-to course that addresses using frameworks (such as ITIL, COBIT, MOF) and standards (such as ISO/IEC 20000) to design processes in a step-by-step fashion. It also covers things such as establishing meaningful metrics, assessing process maturity and selecting tools to support your processes.
7.	**Q: What happens if our project budget includes money for a tool, and if we do not spend it we will lose it, even if we are not ready for a new tool?** A: That is a difficult question to answer. I recommend you get clear on your requirements and on what processes you need this tool to support and integrate. Try to take a long-term view so you don't end up with a tool you outgrow too quickly. Look carefully at vendors and narrow your list down to those who understand IT Service Management, ITIL if that's your chosen framework and the processes you are automating. You will be able to tell by the questions they ask you. Some say, "ITSM out of the box in 60 days!" That is not possible. Good vendors ask the questions about what you want to accomplish, your objectives and requirements, your process design efforts and so forth. If you have to make a choice, talk to people in the ITSM communities that have been in the same situation or are the same size and in the same industry as your organization.
8.	**Q: Polling Question "What communities do you use to learn from others?** A: "Other" Answers: ITSM Academy Alumni; itSMF; HDI; ITSM Professor; Service-now forums and Service-now Guru; LinkedIn Interest Groups (ITIL/ITSM) Forums; Pink Elephant, Rely on manager for ITSM knowledge; Elsmar Cove; local government related associations; NASTD