Q: Do you have real-life examples and/or templates that you can share of service strategy and service design deliverables?

If you have access to the Service Design book, there is an appendix that details the contents of the Service Design Package (SDP). Service Strategy will provide policies that will become part of the SDP as well. The SDP will also include operational readiness details that are critical to service and service management success.

From a real-life example, look at organizations that are required to SOX-compliant. In many ways, SOX, HIPPA and other regulatory/customer requirements have changed the behaviors of many IT departments and suppliers. SOX has changed organizational culture in a big way. With SOX came ITIL and with ITIL, service lifecycles.

Q: When interviewing candidates to lead ITIL initiatives (certs are not enough) what guidelines are available for questions that demonstrate ITIL competency?

Having really well rounded skills is really important, and there is often a gap there. I would ask questions about previous experience with process. I would explore and observe negotiation, facilitation and communication skills. Soft skills and a positive mental attitude are as important to service management as ITSM knowledge

Q: What is a good way to access organizational readiness?

IT depends on what you assessing their readiness for. I would start simply with some key processes - Change, Incident, Problem. Introduce new process activities slowly such as recording all changes and/or incidents. Then assess how the organization is adapting to and absorbing the changes. Is there initial compliance that wanes after a time? Do you have a lot of unauthorized changes or process renegades? Is senior management communicating the importance and benefits of the ITSM program? That will tell you a lot about your readiness – are you moving too slowly or too quickly? Everyone CAN change, it's just a question of how much the behavior needs to be changed and when.

Q: Re: RACI, what is "too much consensus" or how can too many be informed?

Communication is always a good thing if it is tailored to meet the needs of the audience. If you inform too many people with information that is not meaningful to them, they may tune you out and miss information that is relevant and critical to them. So using a RACI helps define communication when it is important. If you seek too much (or too little) consensus with too many RACI C's, then you may not get the information that you need. Again, the RACI can help determine who really needs to be consulted about a particular activity or impact. The goal is a 360 degree view.

There was an org that would send change requests to 90 people. Then they would invite them to the CAB meeting. They were not getting what they needed. What they needed was the right 10 people.

Q: How do you overcome a culture of failure? That is, having failed many times to institutionalize change people tend to assume failure and resist change even more. they assume failure and do not embrace it or accept the vision.

That's a hard one. I had a guy in one of my classes who said, "I want to be on the 2nd ITIL team, the first team is going to fail". Look for quick wins, something your organization can do today, easy to confirm. Celebrate the small wins – they will accumulate into big wins. Pick a nagging problem or a project you are working on right now – then start to apply ITSM concepts, even if the processes are not fully matured. .

Q: Can you please provide an example of a small quick win

We always think change management is about the big change, I would look at freezing your organization and saying there will be no unauthorized changes. Then I would introduce the fact that we are going to log all changes. The quick win here is that you will have ready access to information that may have been previously hidden. Congratulate everyone for logging their changes and deal with those who are not.

Similar, work on a problem that has been causing multiple incidents and find a way to diagnose the root cause and permanently remove the error. Lots of times it's easy to apply a workaround then to work on the problem – removing the error will improve customer satisfaction, reduce recurring incidents and, ultimately lower costs – that's a great quick win!

Q: What is architecture's role in making change happen and where does architect need to report in the organization?

The old ITIL answer, it depends. Service Design book has a lot of really good information about the multiple layers of an enterprise architecture, including management and operational architectures. We too often think of architecture as only technical infrastructure.   Whoever is in charge of architecture should play a prominent role in Service Strategy and Service Design.

Q: How do we engage the senior managers?

Develop a well thought out and professional business case that details what you want to achieve, what it will cost and the critical success factors (including senior management conformance and support). ITIL Version 3 really focuses on this.   The business case must include factual data, such as a baseline of where you are today and where you want to be.   Stay focused more on service management objectives and benefits and less on what tools you need to buy (although that may be part of it).   We will do a future webinar on building a business case.

Q: Do you have any advice for those of us where we rolled out a process and our Sr. Mgmt teams are not backing it up or supporting it?

Senior IT management may be getting pressure from business senior management to open some loopholes. Talk to your senior management, present them with metrics, explain how they must be a role model for process conformance.   Show them quick wins and achievements to date. Give them suggestions on how they can demonstrate more support – brown bag lunches, attendance at a few CAB meetings, recognition for those who are conforming and reigning in those who are not.