



Welcome

Managing Across the Lifecycle

About ITSM Academy



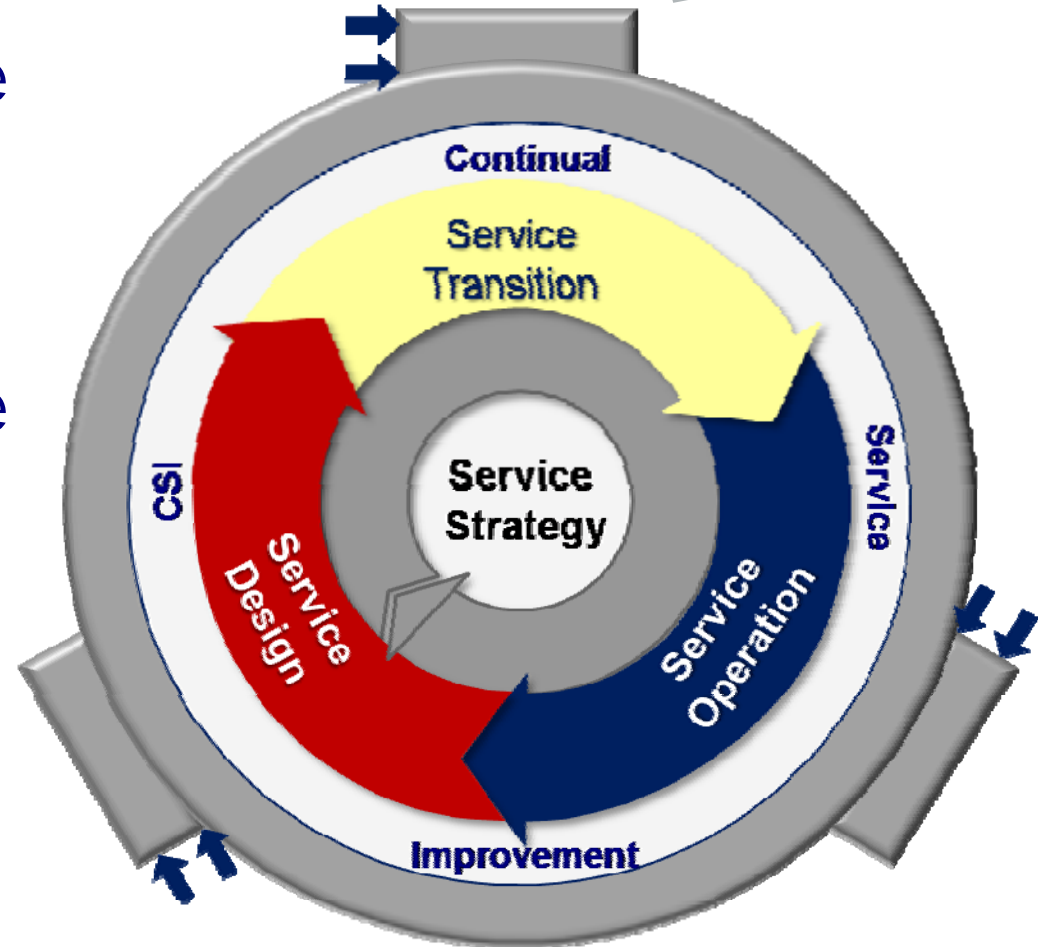
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Welcome!

Agenda

To Do:

- Understanding how organizational change helps manage across the lifecycle
- Identifying organizational change aspects in each lifecycle stage
- Guidance on introducing change to your organization



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Managing Across the Lifecycle

- A truly integrated lifecycle approach requires
 - ✓ More than implementing individual processes or stages
 - ✓ Consideration of organizational structure and culture
 - ✓ Institutionalization of processes
 - ✓ A commitment to continual service improvement
 - ✓ Time to learn, adapt and mature
 - ✓ Critical Success Factors, KPIs and metrics
 - ✓ Assigning roles and responsibilities

Managing organizational change is an important element of managing IT services.

IT is a Complex System

IT is a complex system built on the interdependent components of people, processes and technologies.



- Complex systems face unusual challenges because they
 - ✓ Are adaptive and self-organizing
 - ✓ Can be self-stabilizing and policy resistant
 - ✓ May overwhelm our ability to understand them
 - ✓ Have limited learning horizons that react and predict instead of learning from events
 - ✓ May break services into discrete processes managed by different groups that require coordination
 - ✓ May not see the long-term consequences of decisions and actions
 - ✓ May resist change

What is Organizational Culture?

Organizational culture is a set of share values and norms that control the IT organization's interactions with each other and customers.

- Terminal value are desired outcomes
 - ✓ Quality, excellence
 - ✓ Reliability
 - ✓ Innovation
 - ✓ Profitability

- Instrumental values are desired behaviors
 - ✓ High standards
 - ✓ Respecting tradition and authority
 - ✓ Acting cautiously or conservatively
 - ✓ Being frugal

Analyzing Organizational Culture



- To analyze organizational culture
 - ✓ Identify terminal and instrumental values
 - ✓ Determine if goals, norms and rules are relaying the value of the organizational culture to staff
 - ✓ Identify areas of improvement
 - ✓ Assess how IT introduces new staff learn the organizational culture

Culture is transmitted to staff through socialization, training, stories, ceremonies and language.

Changing Organizational Culture

- Don't start out to change the culture - change people's behavior
- Senior management plays an important part and must
 - ✓ Follow processes (be a role model)
 - ✓ Reward people for following processes
 - ✓ Reward people for CSI
- HR must help as changing employees' behavior is directly tied to
 - ✓ Job descriptions including SM responsibilities and CSI activities
 - ✓ Employees' goals and objectives
- Performance plans should be directly related to fulfilling responsibilities and expectations
- Recognition and rewards should be based on performance
- Training, creating awareness and tracking results are important

***What gets rewarded gets done.
You get what you inspect not what you expect.***

Change Must be Managed

- Senior executives often
 - ✓ Skip organizational change
 - ✓ Dictate behavior
- Such an approach
 - ✓ May work in the short term
 - ✓ Typically falls apart in the executive's absence



Why Do People Resist Change?

- Loss of control
- Excessive personal uncertainty
- Dislike surprises
- It's different or unfamiliar
- Loss of face
- Fear around competence
- Ripples
- Increase in workload
- Past resentments
- Real threats



Managing Organizational Change

Resistance to change will force the organization to revert to previous behavior unless steps are taken to refreeze the new change.



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- Diagnose why there is a need for change
- Determine the desired state
- Implement the change using the three step process
 - ✓ Identify possible impediments
 - ✓ Decide who will be responsible for implementation and control
 - ✓ Select the strategy that will be the most effective in the three steps

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Organizational Change and the Service Lifecycle

The Service Lifecycle and Organizational Change

- Service Strategy and Service Design
 - ✓ Assess the organization's culture
 - ✓ Assess the IT organization's transition capabilities and capacity
 - ✓ Design the organizational change
- Service Transition ensures
 - ✓ The organization and stakeholders are ready
 - ✓ The change
 - Happens as planned
 - Delivers the predicted organization, capabilities and resources



Organizational Change Deliverables

Service Strategy and Service Design may provide a

- Stakeholder map
- Organization and capability assessment
- Required competency model and competency assessments
- Constraints (including organization, capability, resources)
- Communication Plan
- Service Management process model
- Policies, processes and procedures
- RACI matrix for managing change
- Relationship management
- Supplier framework

Service Transition may also validate approaches to career planning, performance evaluations, rewards and compensation and recruiting and selection.

Organizational Change Strategies

- Strategies can be used to

- ✓ Assess the approach from Service Design
- ✓ Manage change during Service Transition
- ✓ Identify issues and risks



- Strategies include

- ✓ Education and commitment
- ✓ Participation and involvement
- ✓ Facilitation and support
- ✓ Negotiation and agreement
- ✓ Manipulation and assimilation
- ✓ Explicit and implicit coercion
- ✓ Rewarding desirable behavior
- ✓ Identifying and addressing dislikes
- ✓ Being sensitive
- ✓ Being a role model
- ✓ Using peer group pressure
- ✓ Celebrating success

Managing Change in Service Operation



- What triggers Service Operation change?
 - ✓ New or upgraded HW, SW, network or systems
 - ✓ Legislative, conformance or governance changes
 - ✓ Obsolescence
 - ✓ Changing business requirements
 - ✓ Process enhancements including new tools
 - ✓ Management or staff changes
 - ✓ Service level or provision changes including outsourcing

CSI and Organizational Culture



- Culture is
 - ✓ A key issue in implementing CSI
 - ✓ Continually named as a barrier in realizing organizational change
- Process reengineering changes everything
 - ✓ People, processes, technology, management
- The softer aspects of organizational change must be considered in order to improve
 - ✓ Resistance to change
 - ✓ Gaining commitment
 - ✓ Empowering, motivating, involving and communicating with stakeholders

Continual improvement requires moving away from the hero mentality and focusing more on proactive planning and improving.



Transforming Your Organization

Eight Steps to Transforming your Organization



1. Create a sense of urgency
2. Form a guiding coalition
3. Create a vision
4. Communicate the vision
5. Empower others to act on the vision
6. Plan for and create short-term wins
7. Consolidate improvements and produce more change
8. Institutionalize the change

**Source: *Eight Steps to Transforming your Organization*
John P. Kotter**

How to Institutionalize Change



- Hire people with ITIL or proven customer / service oriented experience
- Induct new employees (business and IT)
 - ✓ "This is the way we do things"
- Offer ITIL and service management training
- Ensure goals and reporting match changing requirements
- Ensure action items are identified and acted upon
- Integrate IT solutions and projects into existing processes
- Ensure everyone knows what to do, when to do it and how to do it

Use a RACI Chart

- Identify the activities/processes
- Identify/define the functional roles
- Conduct meetings and assign the RACI codes
- Identify any gaps or overlaps – for example, where there are two Rs or no Rs (see analysis below)
- Distribute the chart and incorporate feedback
- Ensure that the allocations are being followed

Being clear on who has input, who decides and who takes action will enable the company to move forward rapidly.

	Service Design Manager	Service Level Manager	Problem Manager	Security Manager	Procurement Manager
Activity 1	A,R	C	I	I	C
Activity 2	A	R	C	C	C
Activity 3	I	A	R	I	C
Activity 4	I	A	R	I	
Activity 5	I	I	A	C	I

Analyzing RACI Models



Analyzing the RACI model avoids conflicts and balances workloads.

Functional Role Analysis

- Too many As for one role
 - ✓ Are duties segregated?
 - ✓ Should someone else be accountable?
 - ✓ Is this causing a bottleneck?
- Too many Rs for one role
 - ✓ Is this too much for one function or person to handle?
- No empty spaces for a role
 - ✓ Does this role need to be involved in so many tasks?

Activity Analysis

- More than one A
 - ✓ One role should be accountable
- More than one R
 - ✓ If roles are unclear, no one will take full responsibility
- No Rs
 - ✓ Must have at least one
- Too many Cs
 - ✓ What are the requirements or benefits for involving many roles?
- No Cs
 - ✓ Do communication channels encourage consultations?

Thank You for Attending

You'll know you've succeeded when people defend procedures, make suggestions and are proud of accomplishments.

That's when you are truly "managing across the lifecycle".

Questions?

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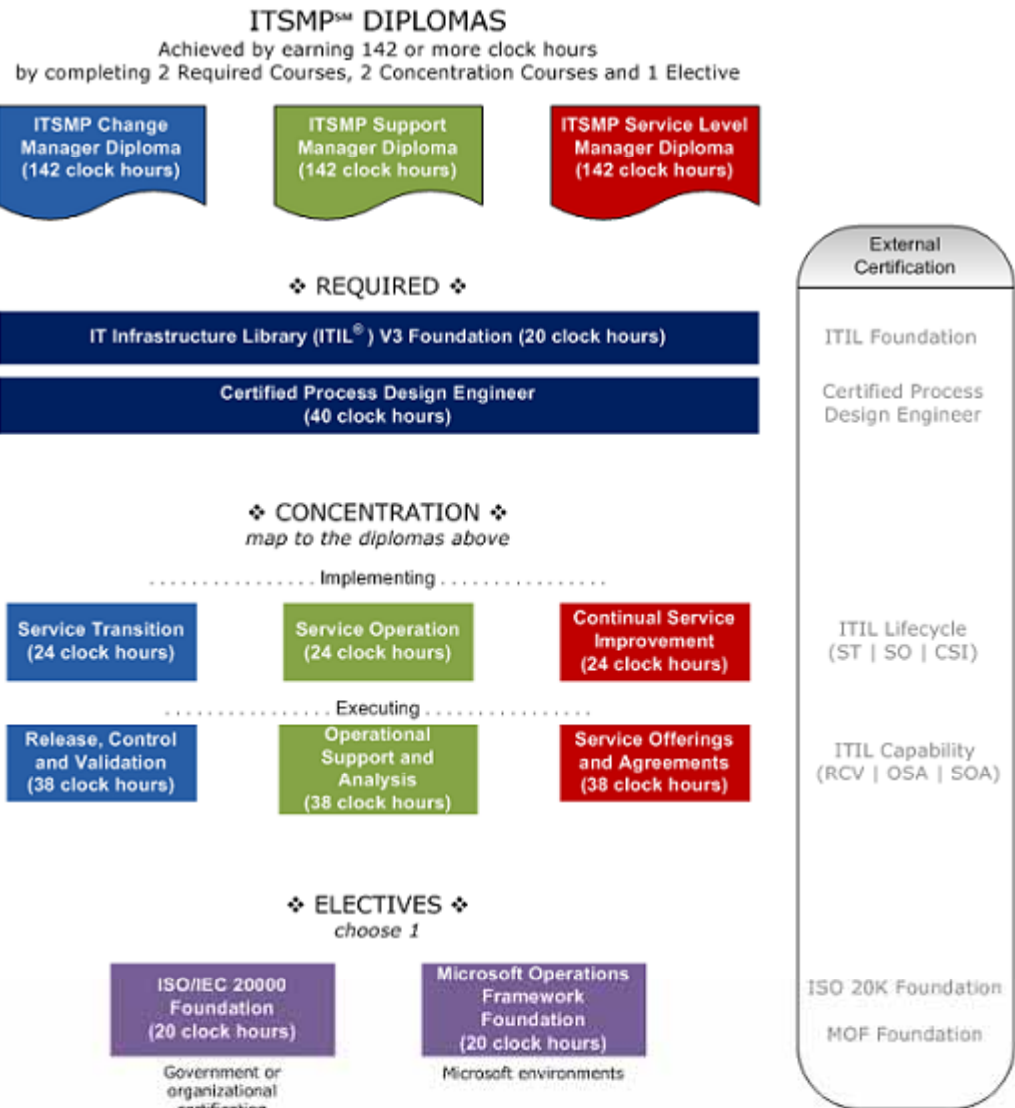
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