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Guidance for process improvement



Turning the Key of Willingness

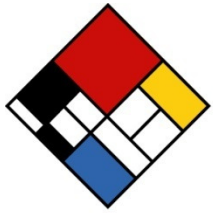
Farah Remtulla





Agenda

- Understanding Organizational Culture
- The Stages of Commitment
- Turning the Key of Willingness
- Implementation Considerations



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Understanding Organizational Culture



Organizational Culture

- The basic assumptions, norms & beliefs that are shared by members of the organization
- Often operates 'unconsciously'
- Molds the way employees will 'view the world'





Cultural Roots

- Unique history of the organization
 - (e.g. leadership, or significant events, business models)
- Structures and systems with which leaders choose to operate
 - Are chosen in part to cope with the problems of external adaptation and internal integration





Cultural Expressions within Organizations

- The dominant **values** an organization adopts
- The ways people interact
 - Language used
 - Rituals implemented
- The 'rules of the game' for getting along or ahead in the organization
- The **climate** conveyed
 - physical surroundings
 - Means with which employees communicate with those external to the organization





The Power in Culture

- Culture has the capability to **enable** an organization to achieve its objectives

At the same time...

- Culture has the capability to **disable** an organization from achieving its objectives



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The Challenge

How do you utilize your organization's culture to realize your objectives?

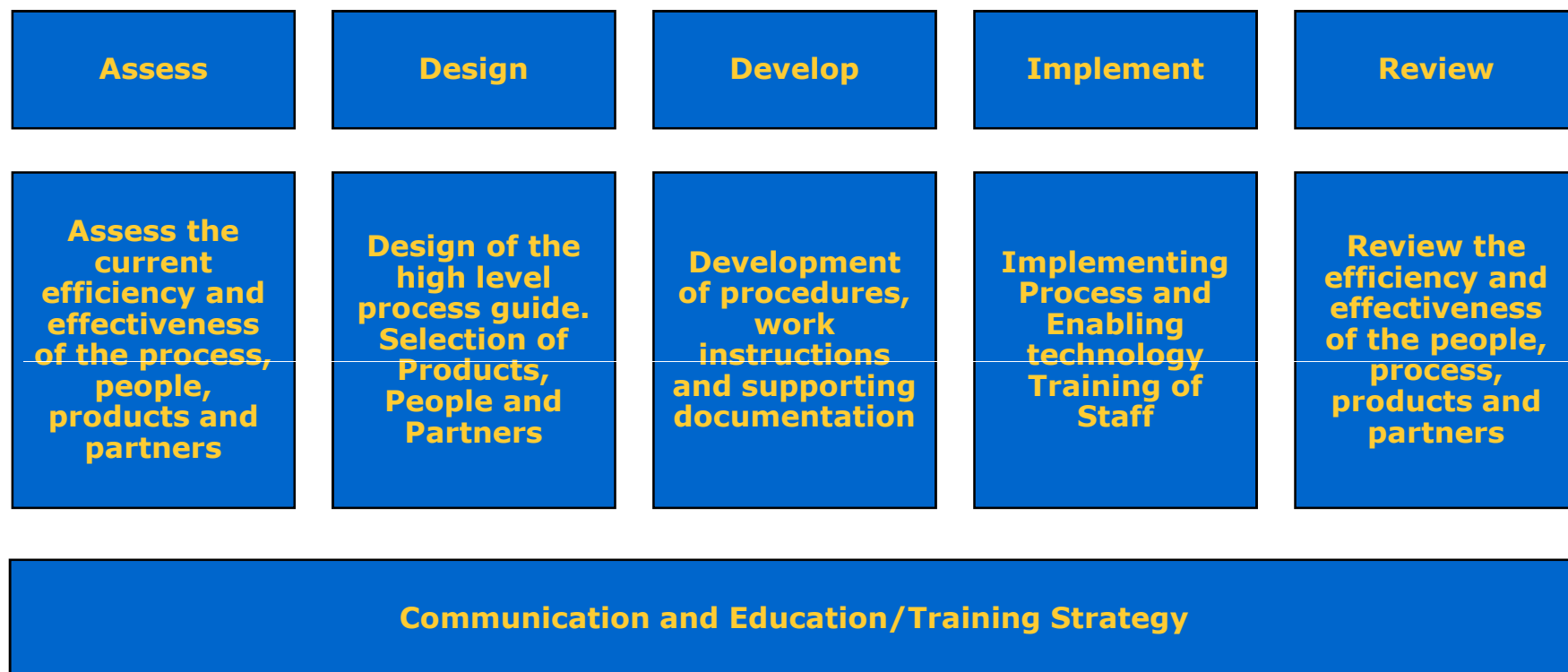


Culture as the Champion

- Understand your **current culture**
- What **should** your organizational culture look like to support success?
- Identify and implement **behaviors** that need to change in order to create the desired culture
- Win Executive **Support**
- Create **value** and **belief** statements
- Practice effective **communication**
- Review the organizational **structure**
- Rewards & **Recognition**
- **Process** Review



Implementation Activities



Implementation Steps



- **Assess the current processes, people and technology**
- **Recommend areas for improvement**

Timeframe: 2 to 4 weeks

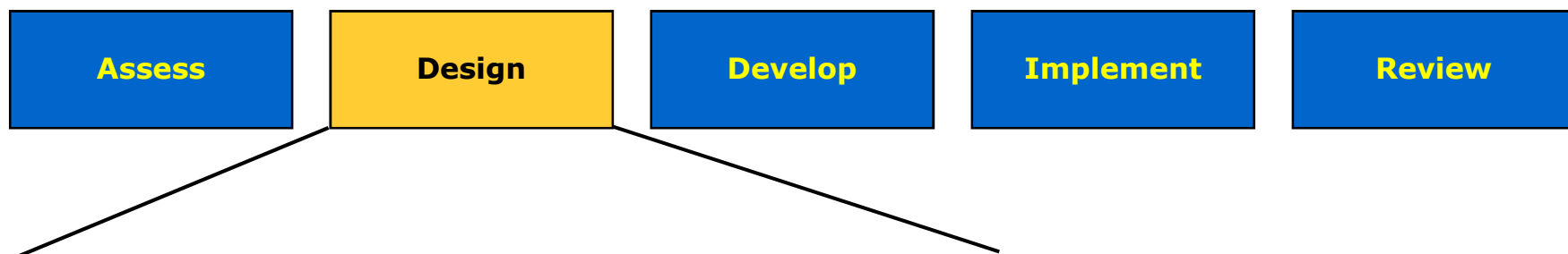


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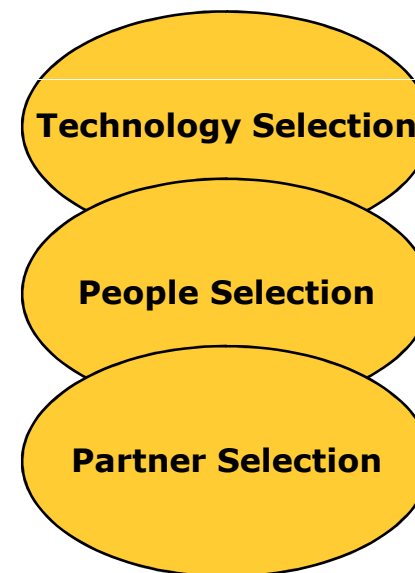
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Implementation Steps



- **Design process**
- **High Level Process Guide**
 - **Executive Summary**
 - **Goal of Process**
 - **Activities (including inputs and outputs)**
 - **Roles and responsibilities**
 - **RACI Matrix**
 - **Quality Metrics**
 - **Audit Criteria**
- **Formal Sign-off**



Timeframe: 4 to 10 weeks



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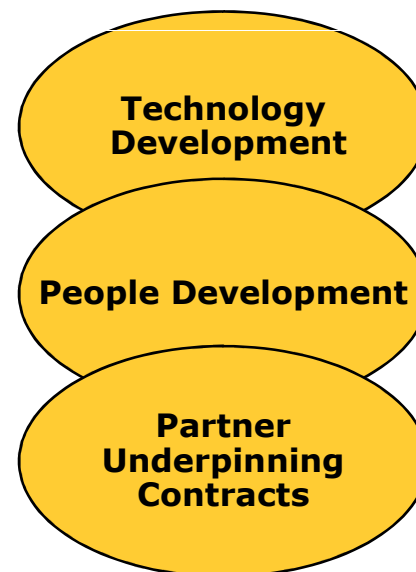
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Implementation Steps



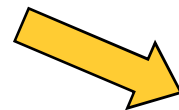
- **Develop Procedures and work instructions**
- **Detailed Support documentation**
 - **Category Tables**
 - **Priority Tables**
 - **Impact assessment charts**
 - **Definition of service**
 - **Reporting procedures and scorecards**
 - **Escalation procedures**
 - **Risk assessment procedures and tables**
 - **CAB structures**
 - **Release implementation templates**
 - **SLA templates**
 - **Change, Configuration and Release Plan**
 - **Process scoping documents**
 - **Data models for databases (CMDB, CDB, etc.)**
 - **Tool data input criteria**
 - **RFC form**
 - **Etc.**



Implementation Steps



- **Training Development**
- **Training of Staff on:**
 - **Process activities**
 - **Roles and responsibilities**
 - **Enabling technology**
- **Scenario Based Training**



Timeframe: 2 to 6 weeks



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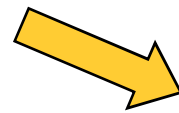
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Implementation Steps



- **Review effectiveness and efficiency**
 - **Process**
 - **Technology**
 - **People**
 - **Partners**
- **Customer Satisfaction**



Timeframe: 2 to 6 weeks



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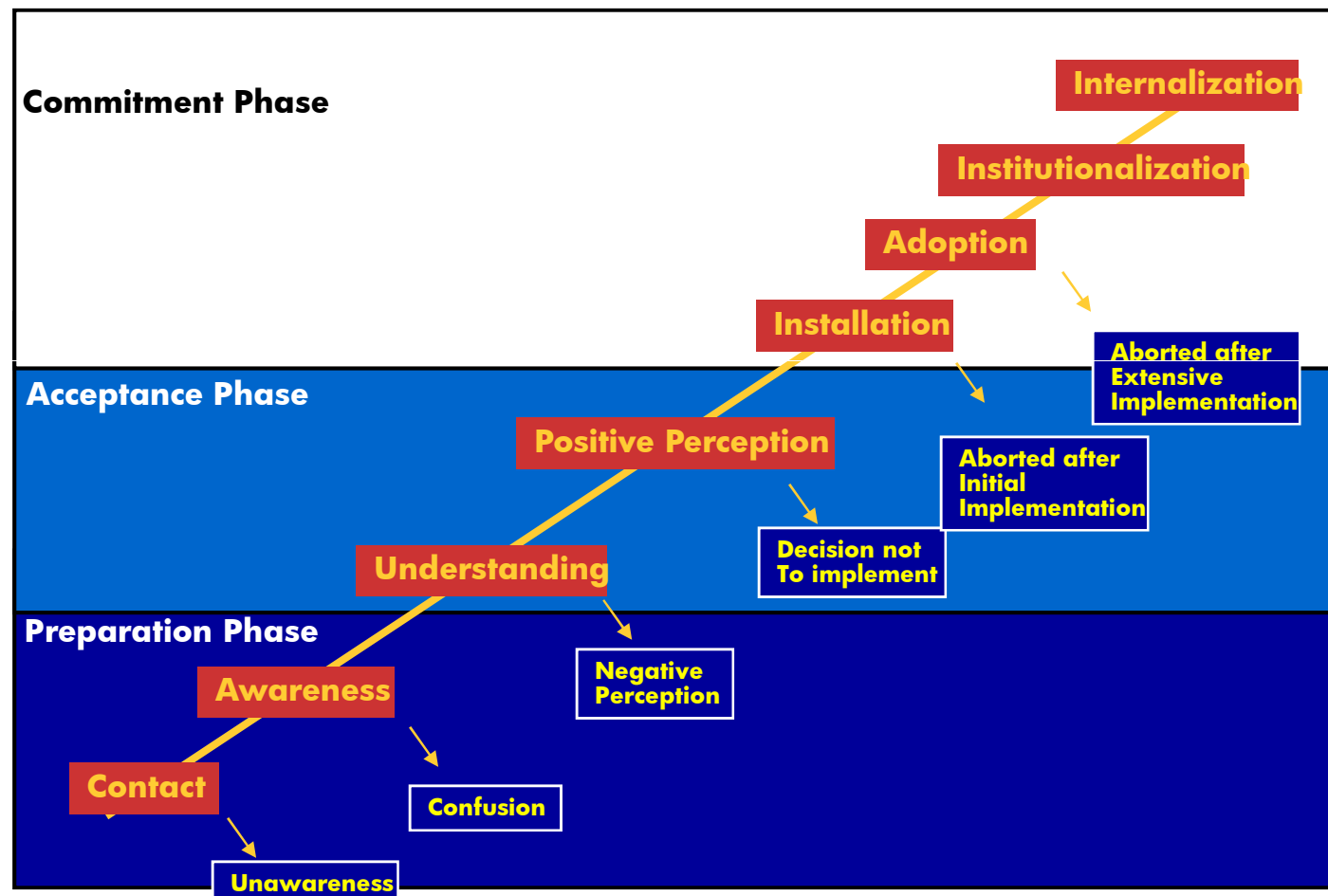


The Stages of Commitment



The Stages of Change Commitment

Degree of Support for the change



* Based on Daryl Conner, Managing at the speed of change



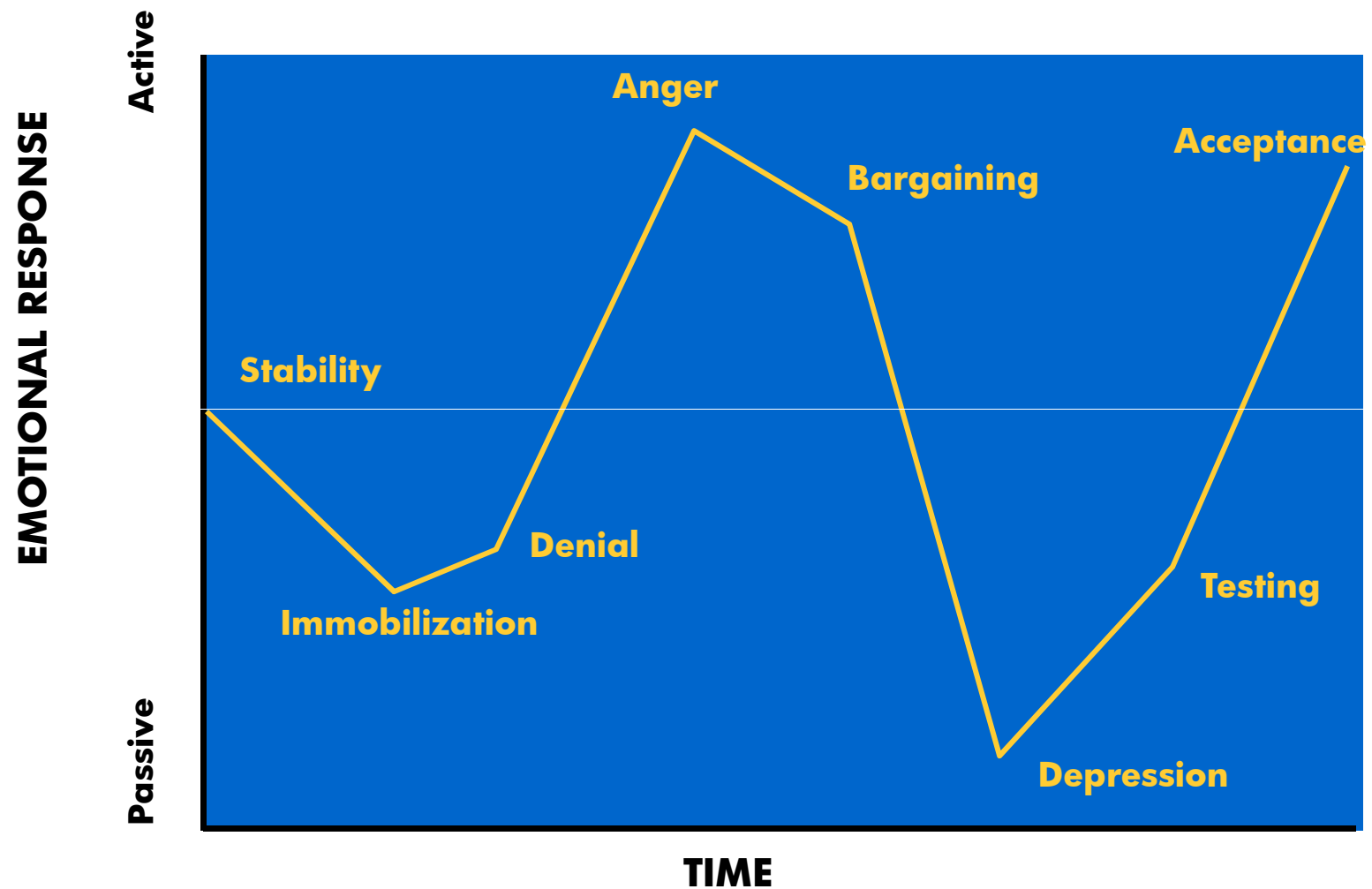
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TIME

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Negative Response to Change



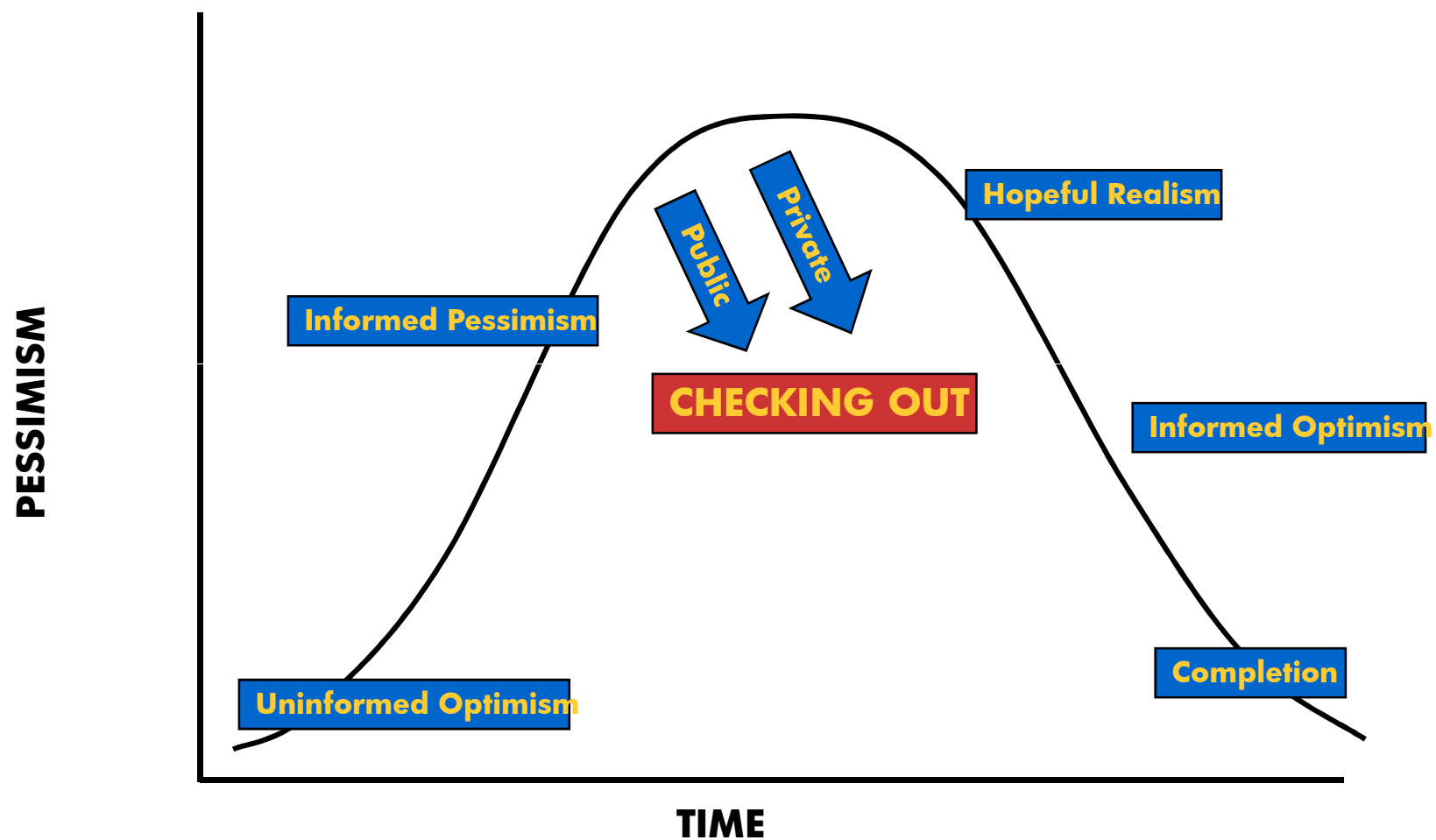
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Positive Response to Change



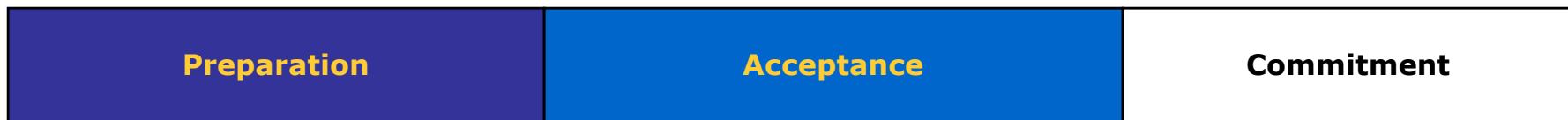
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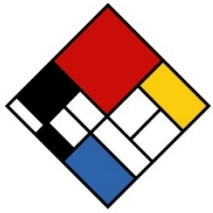
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Activities + Commitment Stages





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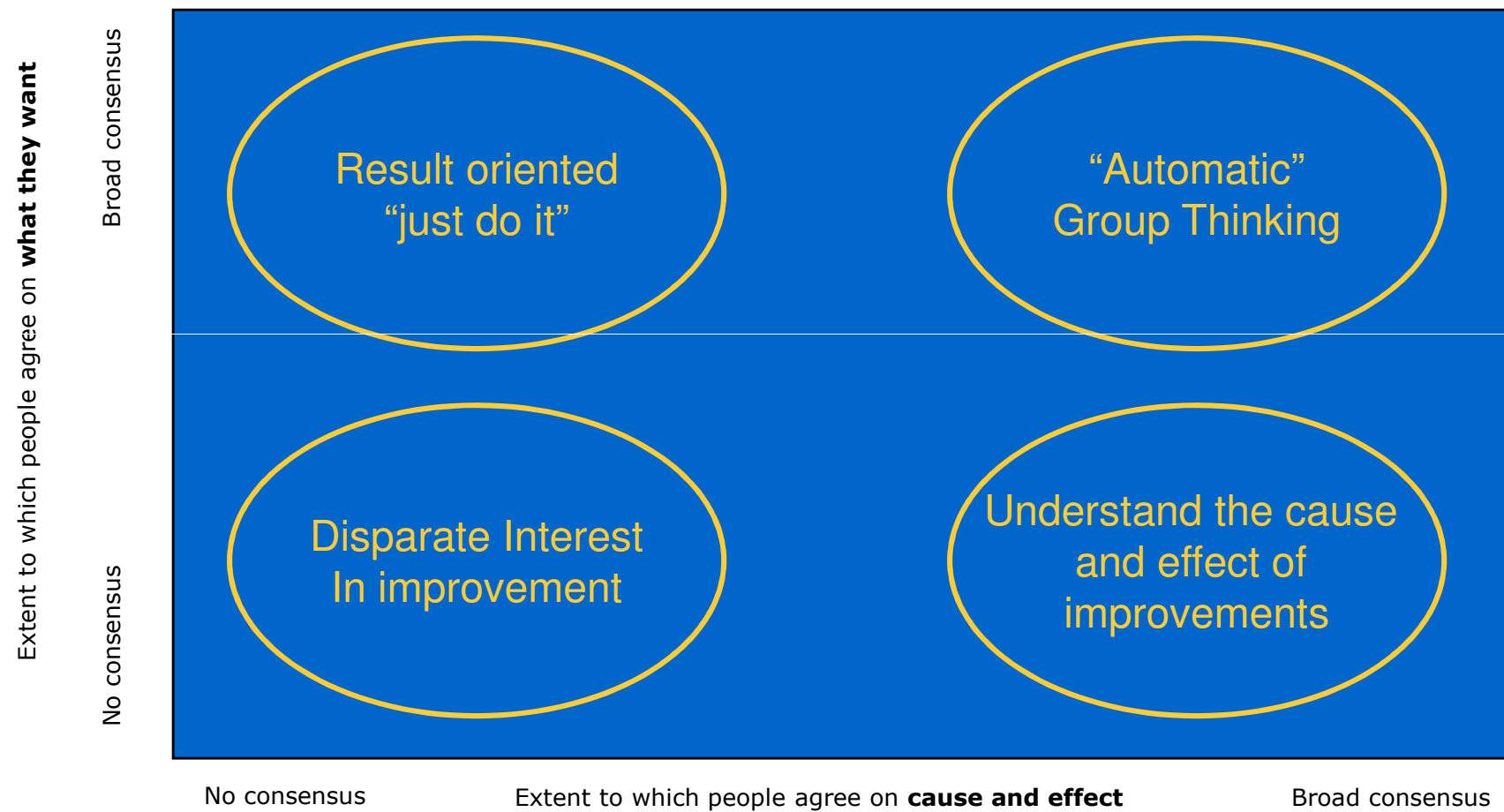
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Turning the Key of Willingness



The Agreement Matrix



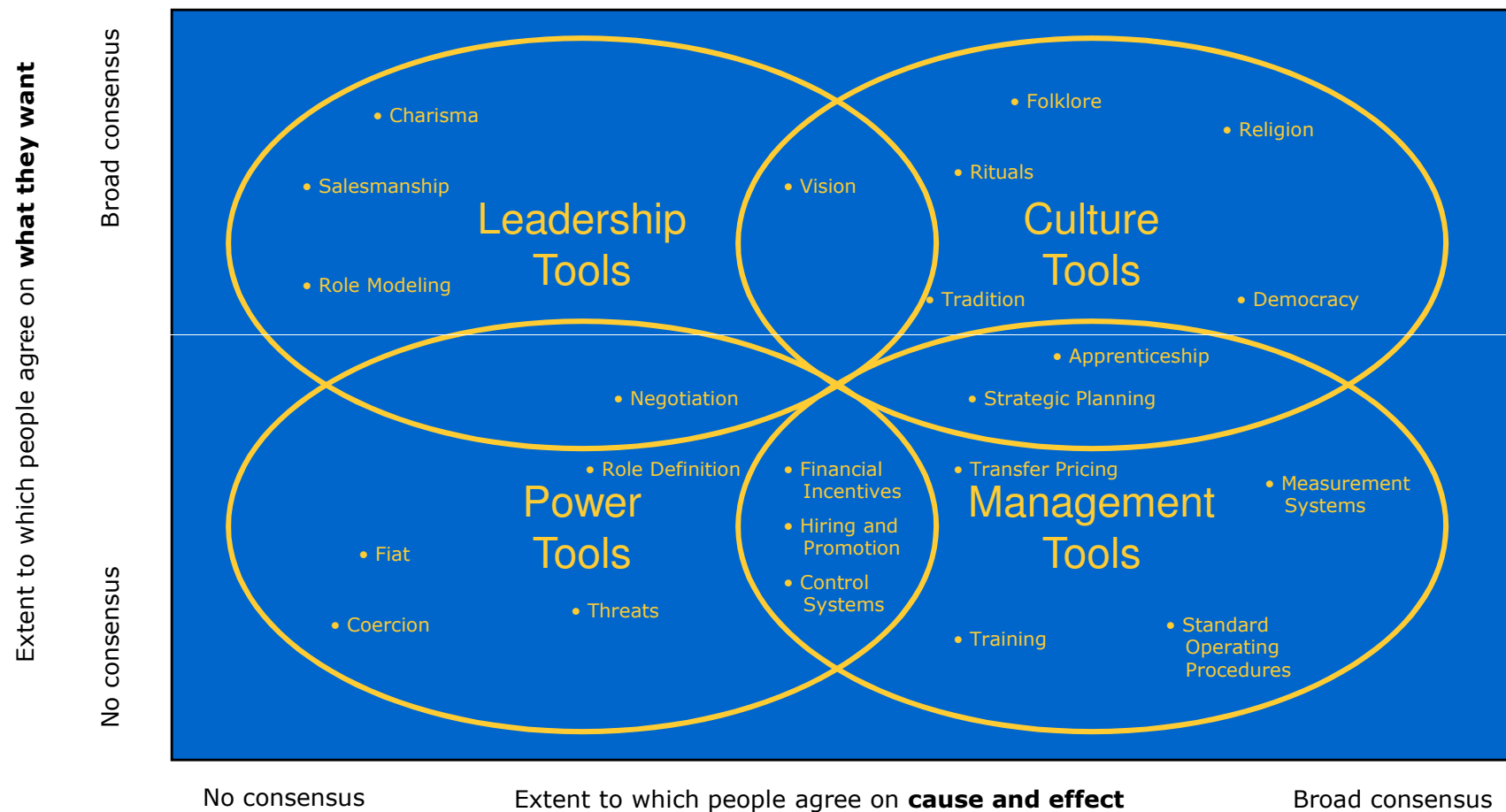
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Based on Christensen, Marx and Stevenson - Harvard Business Review, Oct 2006

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The Four Types of Cooperation Tools

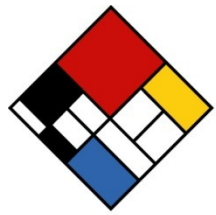


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Implementation Considerations



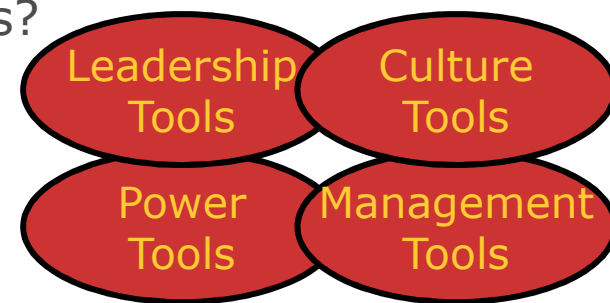
Implementing ITIL

- Disparate vision or broad consensus?
 - Uninformed optimism, Unaware
- Disagree with the cause and effect
 - technology, time spent, leadership/accountability
- Tools:
 - Strategic Visioning
 - Mobilization workshops
 - Roles and definition
 - Negotiation
 - Inflicting pain?



Service Desk Implementation

- Structure, Objectives, Deliverables
- Service Expectations
 - The Business
 - The Customer
- Service Levels
- Tools:
 - Vision?
 - Forcing to use it?
 - Knowledge Management
 - Management/operational procedures?
 - Training?
 - Apprenticeship?

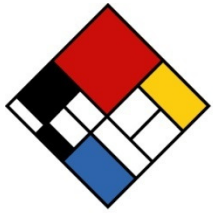




Other Techniques

- Documentation Strategy
- Formal sign-off
- Communication Strategy
- Return on investment
- Apprenticeship / coaching
- Visioning



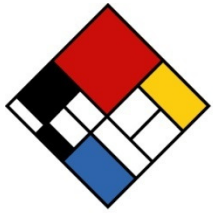


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When you are through changing,
you are through

Bruce Barton



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Thank You!

Farah Remtulla

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