Transforming IT Service Management

The discipline of IT Service Management (ITSM) is based on the measurement and management of the IT capability in delivering .IT systems to provide business services.

It can be confronting to realise you do not have the capability in your organisation to deliver what your customer demands, let alone communicating this to your people. To address this issue, it is often best to focus on measures around the technology and processes and enable your people to uncover the short-comings.

Establishing a baseline set of performance metrics that are technology centric will provide the starting point for Continual Service Improvement (CSI) that your people can understand. Then it is about how to align Information Technology Services to the Business strategy.

From a business perspective it is necessary to understand what IT's contribution is to the business outcomes. IT must negotiate and agree what the customer Key Performance Indicators (KPIs) are and what the IT measures of success are and their alignment with the Service Strategy.

The transformation of IT Services is based on:

1. Business Strategy/outcomes
2. IT Service accessibility (Service Catalogue)
3. Business KPIs and measures of success
4. Baseline performance metrics
5. Reporting methodology
6. ITSM maturity

When the maturity baseline is established, the components of ITSM can be prioritised and a Continual Service Improvement program of work enabled. The key ITSM components are:

a. Service Strategy
b. Service Design
c. Service Transition
d. Service Operations

The method most successful in ensuring long term sustainable change is 4-pronged; People, Process, Tools and Performance.

ITSM Transformation will take from four to twelve months depending on a number of factors:

- Size of the IT team
- Compelling event or reason
- Culture of the organisation
- Gap between current maturity and goal maturity

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The cost of ITSM Transformation varies significantly with organisational complexity and maturity. A team of experienced IT professionals should form the ITSM Transformation Program core team, leading and driving the program.

Assuming there is commitment to the transformation journey, an ITSM Transformation Kick-Off Workshop would be scheduled to determine expected scope of work and finalise program details.

In 27 years of successfully delivering ITSM Transformation, the guiding principles set out below provide the cornerstones of the ITSM Transformation program and ensure significant cultural and service focused change within an IT Service organisation:

Leadership sponsorship, commitment to cultural change and Continual Service Improvement

For significant cultural change to take place it is necessary to have leadership team sponsorship for the IT transformation. The change will impact all levels of the organisation, altering Position Descriptions, agreeing KPIs, implementing performance measures and building a reward and recognition program aligned to the new set of behaviours.

Aligned with sponsorship, a foundation activity is establishing a Steering Group to represent the key business and IT stakeholders with the authority to make decisions and drive operational change.

Business drivers and priorities
Facilitating a Steering Group workshop provides a forum for each member of the steering group to put forward their views on the key business drivers. It is an opportunity to identify the levers that may impact IT transformation such as other programs in work or specific business objectives already planned with committed outcomes. It is important to establish a flexible and agile approach from the beginning, given that change is constant, in all organisations.

The Steering Group is expected to:
- Discuss and agree on a prioritised set of business drivers
- Ratify transformation strategy and objectives
- Review and agree the Transformation Business Case
- Plan the presentation of other programs of work and/or committed business outcomes that are in progress
- Set an agenda for a fortnightly Steering Group Meeting
- Identify a communication strategy to ensure maximum visibility of the IT transformation
- Identify the manager/s responsible for sponsoring this project.

Reporting and Scorecards
Defining the performance measures and metrics to ensure that a baseline of performance and the targets for improvement are established. Transparency of data and how it is interpreted is best done through scorecards. Scorecards make visible the

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near-time service management performance of the IT operation allowing adjustments in real-time.

With a shortened cycle of adjustments to meet the target, a step-change in service improvement is created, accelerating the behavioral change needed for measurable improvement.

Defining the Operating Model
Developing and presenting a Service Management Operating Model is required to guide the organisation. This establishes the engagement between departments, teams and partner organisations. Identifying and governing the accountabilities allows a focused and efficient approach to the flow of work and processes. Utilising tools such as RASCI charts and Responsibility Matrices can be very helpful.

In many cases defining the Operating Model exposes the current inefficiencies and is cause for adjustments to the organisational structure. Therefore, in addition to the Operating Model a set of guidelines should be agreed and aligned to the People Management strategy to allow for rapid deployment of organizational change.

Assessing Maturity
The IT Service Management industry has established a maturity scale from 1-5 (min-max). Identifying the current level of maturity is done across several layers in the organization as well as roles and functions within ITSM disciplines.

A rapid review via the steering group will establish the high-level baseline. The steering group can also nominate key people or roles throughout their organizations to participate for the duration ITSM transformation in the maturity surveys. Regular reviews will be scheduled at checkpoints throughout transformation ensuring constant maturity growth.

Continual Service Improvement Program

With the key business drivers agreed and prioritized, service improvement initiatives are created to focus teams on addressing and resourcing gaps in the Design, Transition and Operation of ITSM.