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it Service Management
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Can IT people
be service
managers?

Ivor Macfarlane

The IBM logo, consisting of the letters 'IBM' in a blue, striped, sans-serif font, is positioned in the bottom right corner of the slide. The background of the slide features a white silhouette of the London skyline, including the London Eye and the Tower Bridge, against a dark blue gradient.

Are the needs that different?

- Service managers
 - Happy to be low profile
 - Oriented to another's (the customer's) hopes and desires
 - Concerned about the end product – the service
 - Not focused on the means – the application and technology
- Allowing customers to take the means for granted by understanding the ends



- IT people
 - Fiddlers
 - Fixers
 - Seeking challenges
 - Enjoy understanding how
- Fire-fighters at heart
- Happy when things break

IT people need new perspective – Customer Focus

- First steps
 - Who is the customer?
 - What do they get from us?



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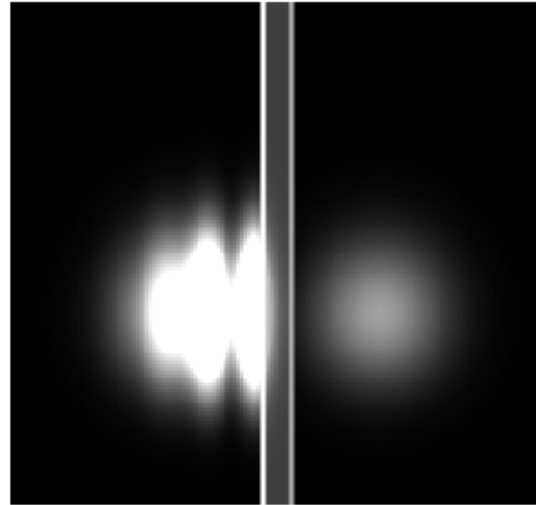


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Diversion into magic

- “Any suitably advanced technology is indistinguishable from magic” – Arthur C Clarke
- Customers have a right to treat technology as magic
- Maybe even an obligation?

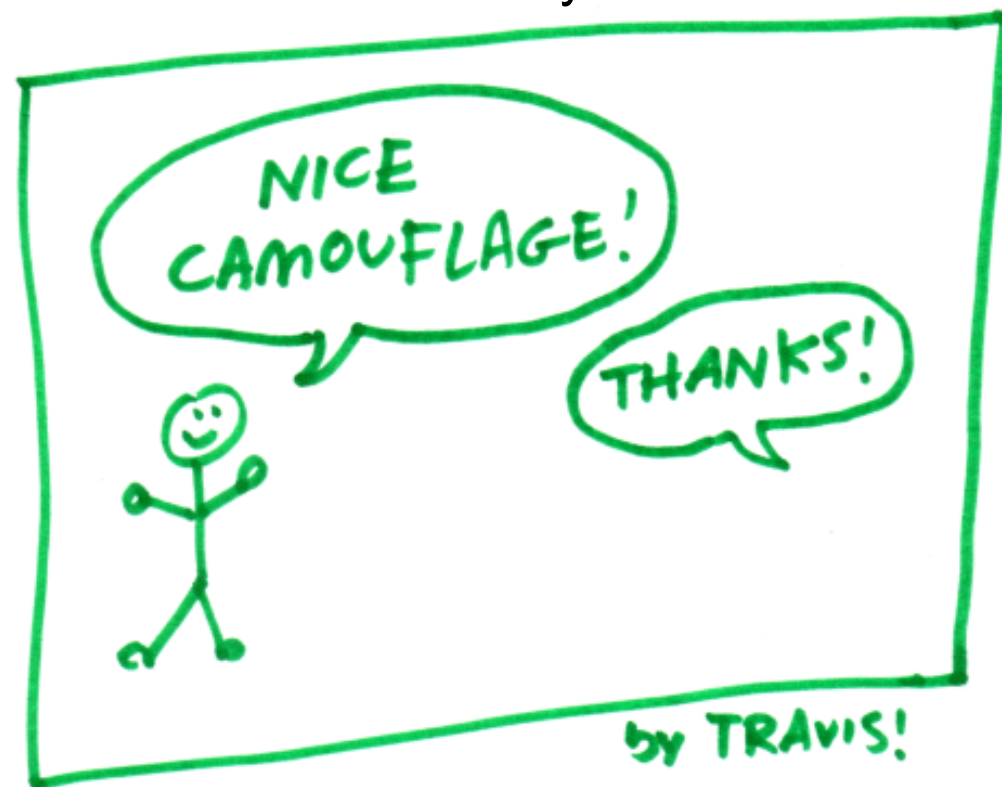


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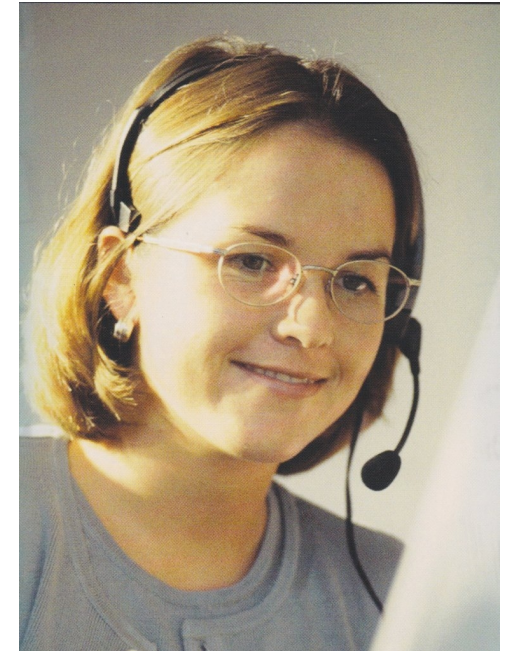
Attributes of good service manager?

- Intuition and/or Understanding
 - of customers' situation and requirement – and relative priorities
 - Ideally spotting needs that the customer doesn't know they have
 - Other stakeholders too?
- Value invisibility and the right to magic
- 'nice disguise = you've failed'
 - Seeing bridge
 - Liking the editing
 - Are we on a cloud?



Management support

- Encourage thought and awareness of ‘bigger picture’
- Interpret, describe and communicate customer perspective and needs
- Empower - and support *OR* properly direct
- Don't ignore the obvious sources
 - Customers
 - Users
 - Stakeholders
 - Service desk
 - Grapevine and gossip



Management role: setting the scope:

- Recognising the need
- Understanding who the players are
- Establishing channels (including funding)
- Realistic targets
- Enough knowledge
 - Too much wastes time, money and expectation
 - Too little drives mismatches between supply and need
- Knowing the boundaries
 - What you know
 - What you don't know
 - What you can know
 - What you can't know (at least not beforehand)



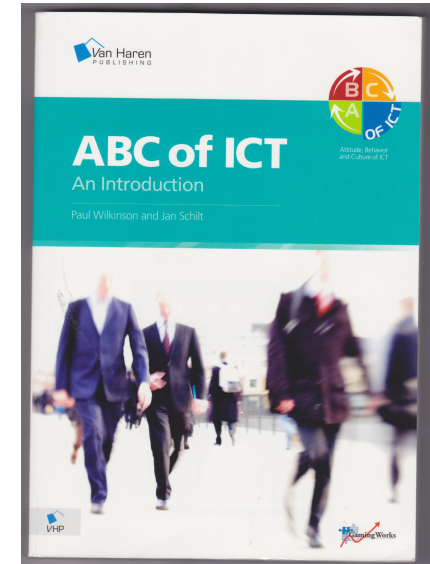
Establishing what is needed

- Getting the truth from people
 - Enough information
 - Alternative sources
 - No blame
- Measuring things
 - Real targets
 - Not because you can
 - How – and who - measured
- Acting on what you learn
 - Or stop finding it out
 - Trust your self and your people



Is this what you have now?

- Technology
- Process
- People
- There are tools that help



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Doing the wrong things

- Typical IT approaches to service management
- Doing the wrong things very well
 - Just about making how you deliver easier
 - Likely to improve service providers life and not make service worse
 - Short term perspective
 - Has some merits for second division people
 - Risk avoidance but at a cost
- But do remember Hippocrates
 - First do no harm
 - Not as true in other circumstances



Direct role, action, responsibilities and consequences

- Changing things requires changing things
- Emphasising service management (note absence of IT)
- Setting more customer related metrics and targets
- Success may not always be the shape you expect
 - An example – North West Memorial hospital in Chicago
 - **Strategy** – Align your goals with the business and build a framework that will keep it moving.
 - **Outcome Improvement** – Transform improvements in process into improvements in business outcomes through aggressive goals.
 - **Process Improvement** – Identify and improve troubled areas and begin to socialize the concepts of service management.

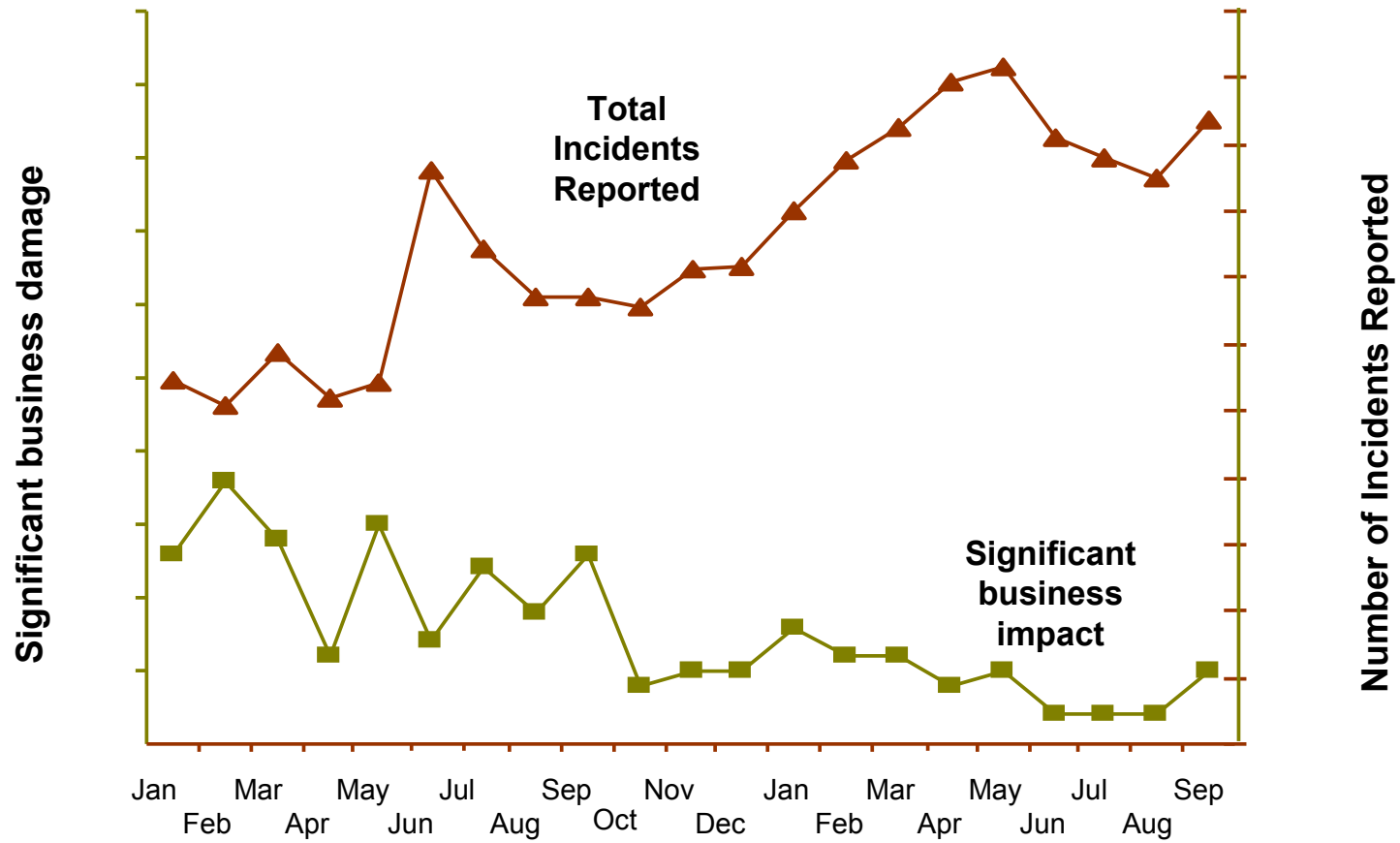
“IT became major recognized risk to the organization.”

Was this a Problem Statement? - No a success statement!

© Joel Splan, North West Memorial Hospital, 2009



Good may be - up, down, both or neither



© Joel Splan, North West Memorial Hospital, 2009



Making change stick

- Remember service management is not a project
- Tomorrow they'll want something different



Food by Luciana Abreu, 2008



Scope of the changes needed:

- IT people
 - Really believe that invisible = good
 - Understand that they are in service management (as well as in IT)
- Customers
 - Must play an active role
 - Involve other stakeholders
 - Know who they are
 - encourage them to realise it too
 - Peripheral stakeholders – like finance - can destroy good work



What could possibly go wrong?

- Resistance
 - Everyone hates change
 - Too much effort
 - Not enough fun
 - Why should we care?
 - My job is IT, not finance/production/marketing/HR
 - What have they ever done for us?

- Defensiveness and Misunderstandings
 - We work in IT – so our success is about doing IT well
 - We do our job well – I have ticks against all my objectives for last year
 - Trying to care about customers without knowing who they are
 - Measuring the wrong things
 - Doing the wrong things



How it might happen?

- High level statements and visibility
 - process owner -> service owner – as key role
 - Mission statements talk of what is done, not how
 - Any mention of ‘benefit’ has to say who receives the benefit
 - Northwest hospital again?
- Measuring the right things
- Customers seeing what they pay for – and paying for it
- Spreading the word
 - Workshops
 - Simulations
 - Exchanges and visits
 - secondments



So ... go forth and manage services

- It's really just a matter of looking in the right direction
- And seeing what is actually there.



Thank you

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Look there for information and blogs 😊

