



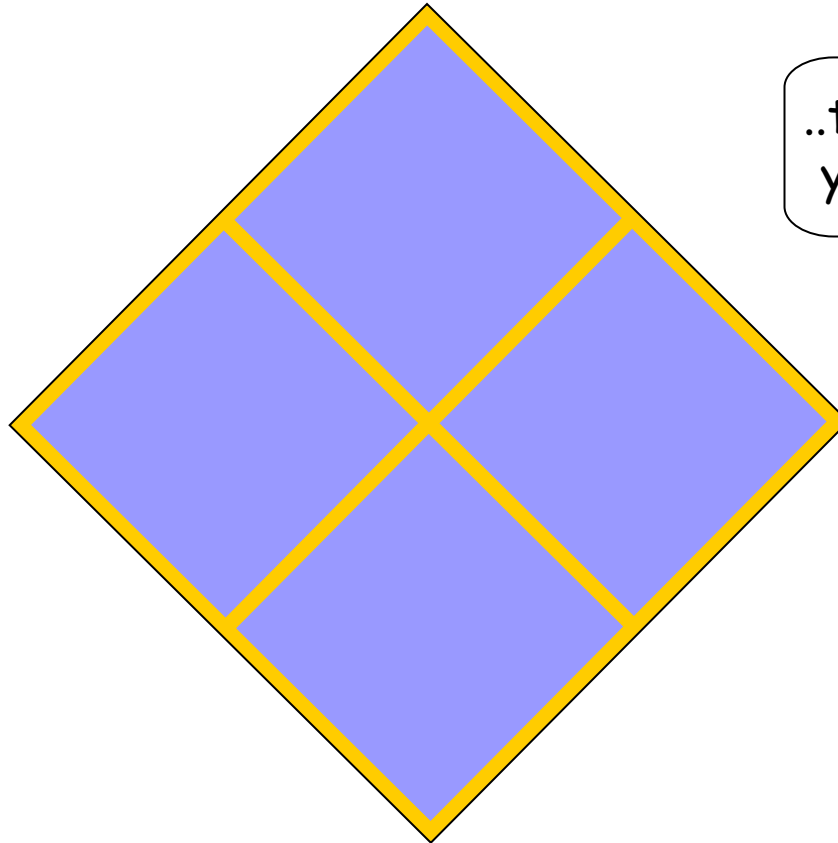
What's the Difference Between ITIL and ITSM???

Brian Johnson and Reg Harbeck
CA

Monday, February 12, 2007
Session #1451

The IT Perspective

IT'IL solve all our problems!

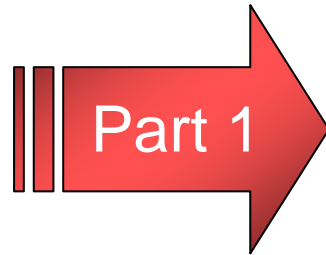


..that's what
you think!..



Is ITIL a business and IT alignment instrument?

Agenda

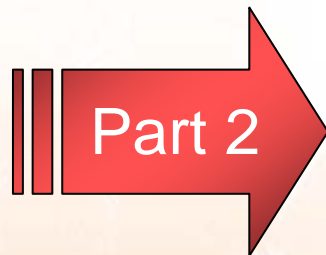


Part 1

- **Introduction:**
Business perspective
(....why are we doing it again?)
- **Common types of approach**
(....how not to do it)
- **Scoring goals**
(...own goals)



Networking



Part 2

- **Barriers & enablers**
- **Success factors**

Disclaimer: All characters and events depicted in this presentation are purely fictional and in no way reflect the behavior, attitude and professionalism of IT staff.....unless you know otherwise.

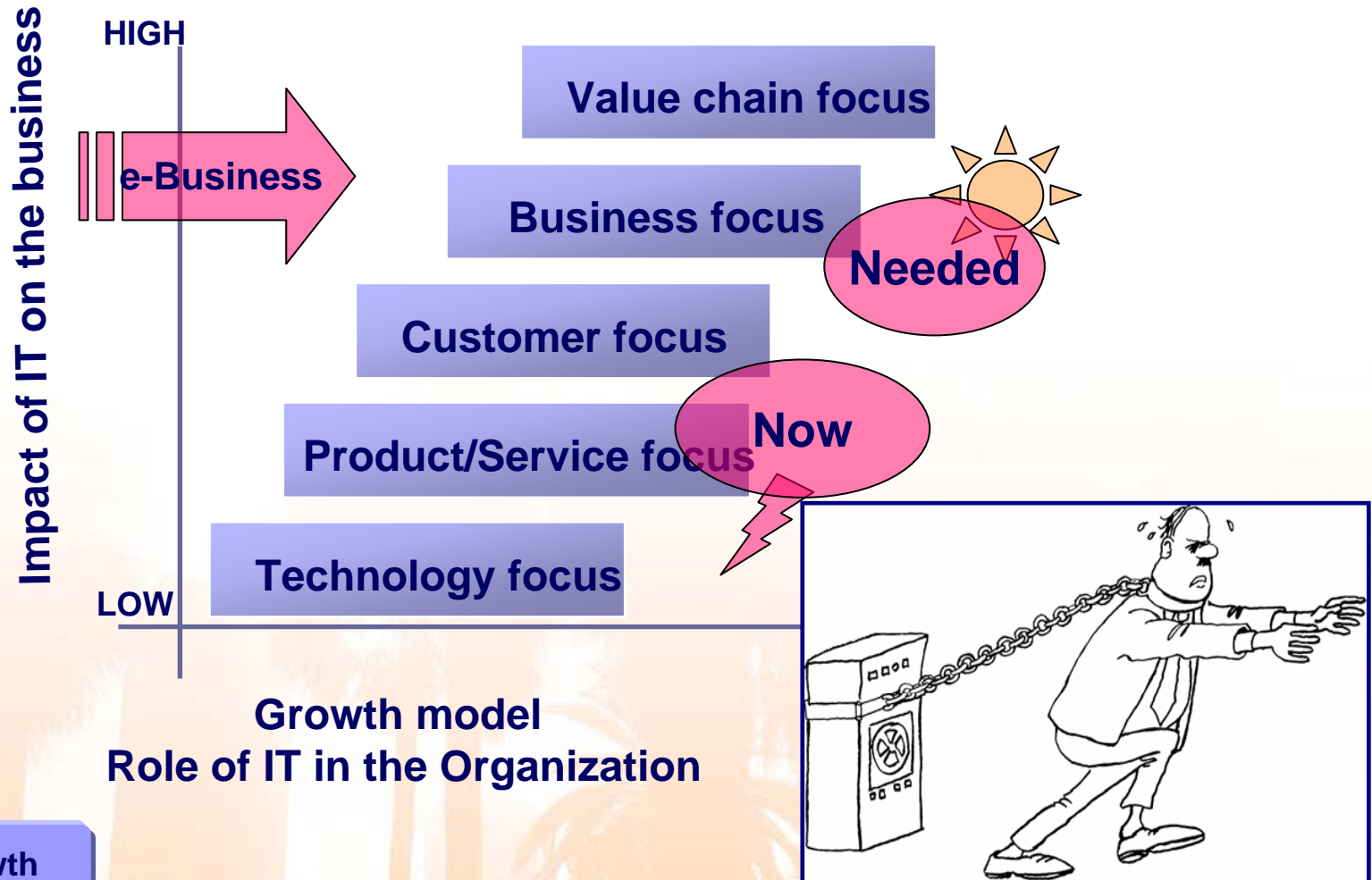
Spelling IT Out

- **ITIL: Information Technology Infrastructure Library**
(you are certifiable, your organization isn't)
- **ITSM: Information Technology Service Management**
(you and your organization are both certifiable – ISO/IEC:20000)

ITIL and the Business Perspective

Business
demand

Is ITIL a business and IT alignment instrument?



IT growth

Implementing ITIL

Business
demand

Change
program

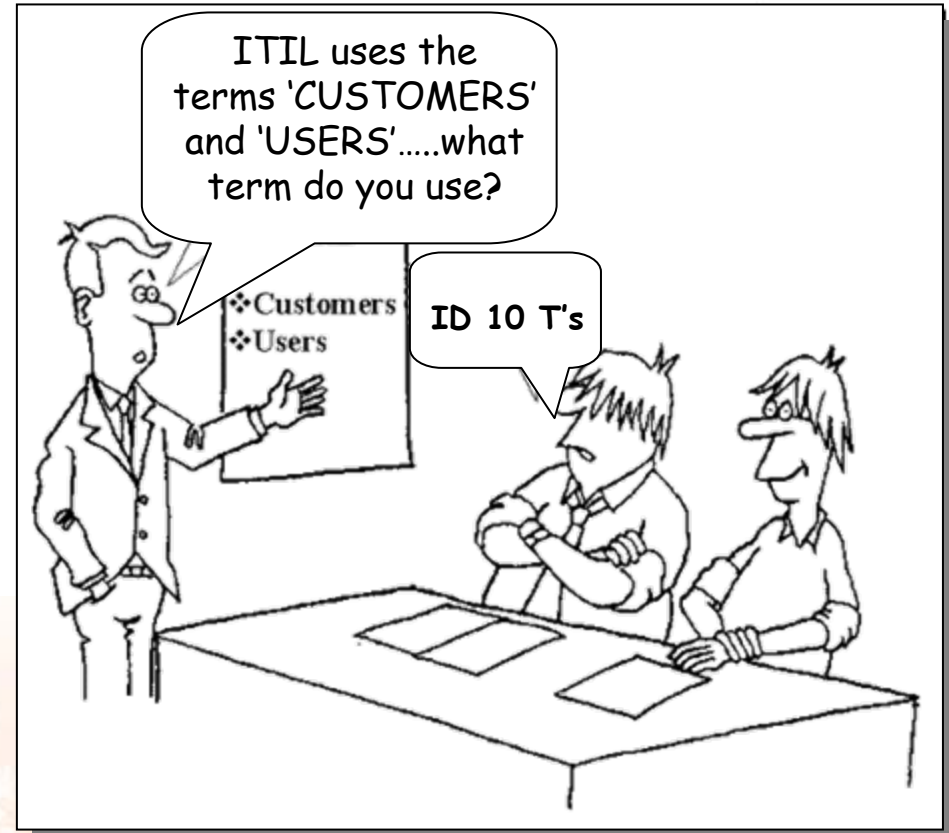
*is to embark upon an
organizational
change program...*

*...many
change programs
fail to realize
desired results...*

ITIL
is no different...

Technology
focus

IT growth



**The only thing standing between you and
a successful ITIL change program is.....
people**

The Business View of ITSM

Business
demand

Change
program

I'd like an information system that will enable me to process customer requests, allowing me to rapidly call up customer information and most recent purchases linked to geographical and product based groupings...



IT'IL bridge

...the communications gap.

Communication
issue

Technology
focus

IT growth

The Business View of ITSM

Business
demand

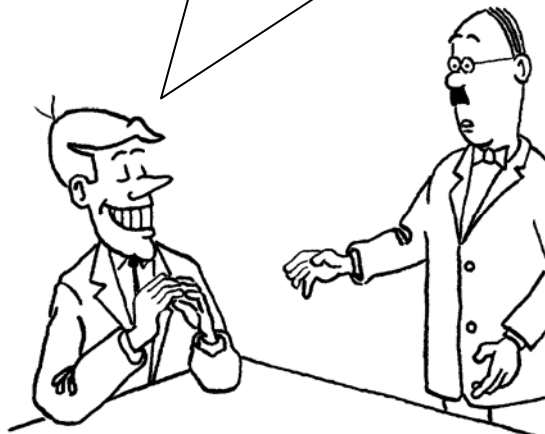
Change
program

Really....how fascinating.
And how many gangle bits
of multiplexed asynchronous
digitized transfers per
cybernetic transaction
phase will be processed..

...er sorry?

You will be

gangle bits.....
multiplexed
asynchronous
digitized transfers



*...if at first you are not understood....
say it again.....only slower.....*

Communication
issue

Technology
focus

IT growth

The Business View of ITSM

Business
demand

Change
program



Communication
issue

Technology
focus

IT growth

...communications break down....

The Business View of ITSM

Business
demand

Change
program

Service

*“...a bunch of
technoids...”*

***We don't have
any technoids
in our
organization!***



*“...they can only
communicate in
techno babble....”*

“probably the most important management fundamental that is being ignored today is staying close to the customer to satisfy his (or her) needs.

In too many companies the customer has become a bloody nuisance whose unpredictable behavior damages carefully made strategic plans, whose activities mess up computer operations, and who stubbornly insists that purchased products should work.”

Attitude

Communication
issue

Technology
focus

IT growth

technoid:

spotty faced know it all IT technical person that communicates in grunts and snorts (***Not the IT Infrastructure library***)

The Business View of ITSM

Business
demand

Change
program

Service



IT'IL show that we are 'service' and 'customer' focused....

Attitude/
trust

Communication
issue

Technology
focus

IT growth



The Business View of ITSM

Business
demand

Change
program

Service

itSMF

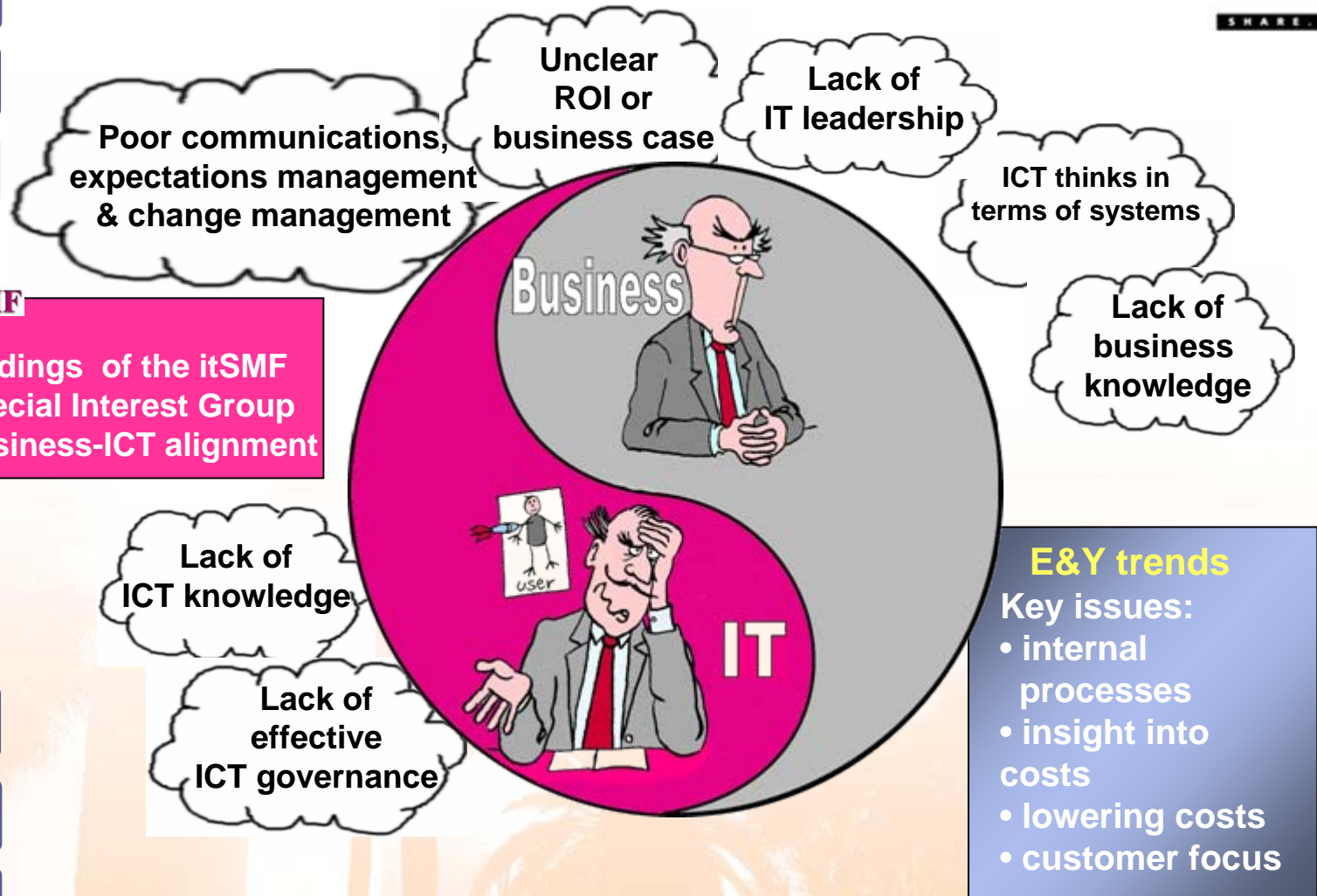
Findings of the itSMF
Special Interest Group
Business-ICT alignment

Attitude/
trust

Communication
issue

Technology
focus

IT growth



ITIL solutions to ITSM

IT'IL be alright on the night!.....

Business
demand

Change
program

Service

approach

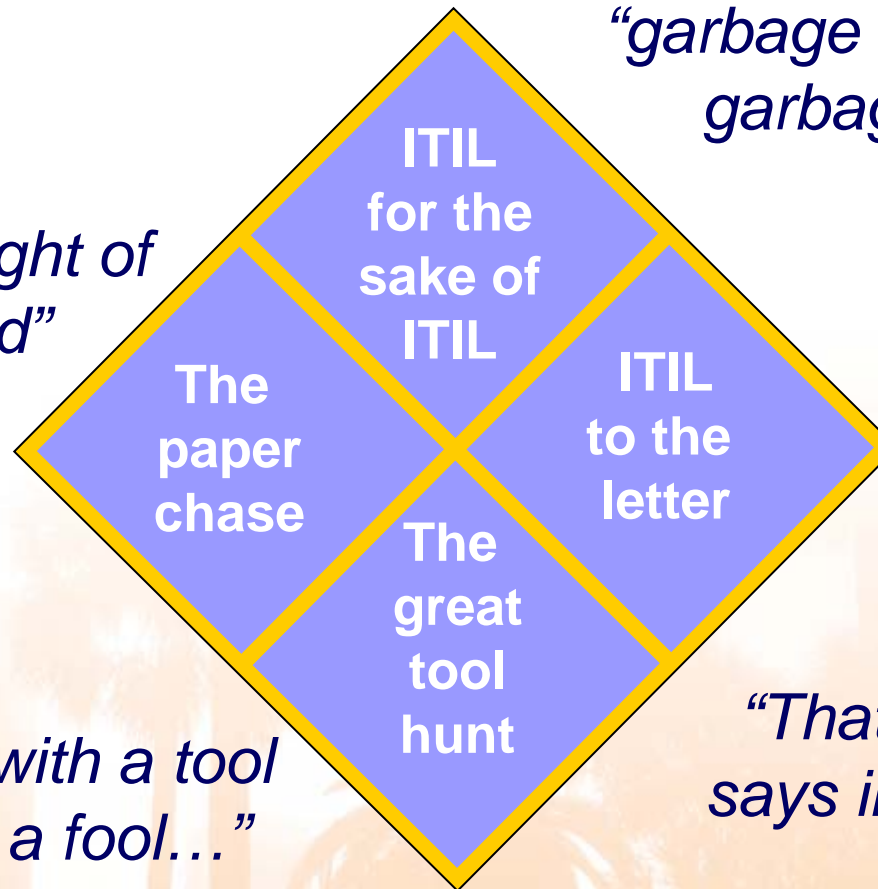
Attitude/
trust

Communication
issue

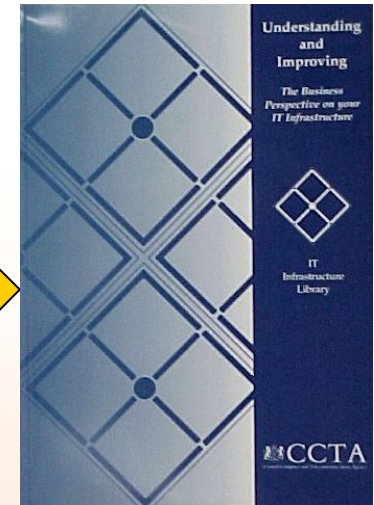
Technology
focus

IT growth

*“the sleight of
hand”*



*“garbage in,
garbage out...”*



*“a fool with a tool
is still a fool...”*

*“That’s what it
says in the book”*

ITIL for the Sake of ITIL

Business
demand

Change
program

Service

- ✓ ITIL as the 'GOAL'
- ✓ allocating process owners
(dumping it somewhere)

- ✗ no evidence of:
 - "goal of this process?
this procedure?"
 - goal achievement?

- ✗ we're going to
IMPLEMENT ITIL

Output
focus

approach

Attitude/
trust

Communication
issue

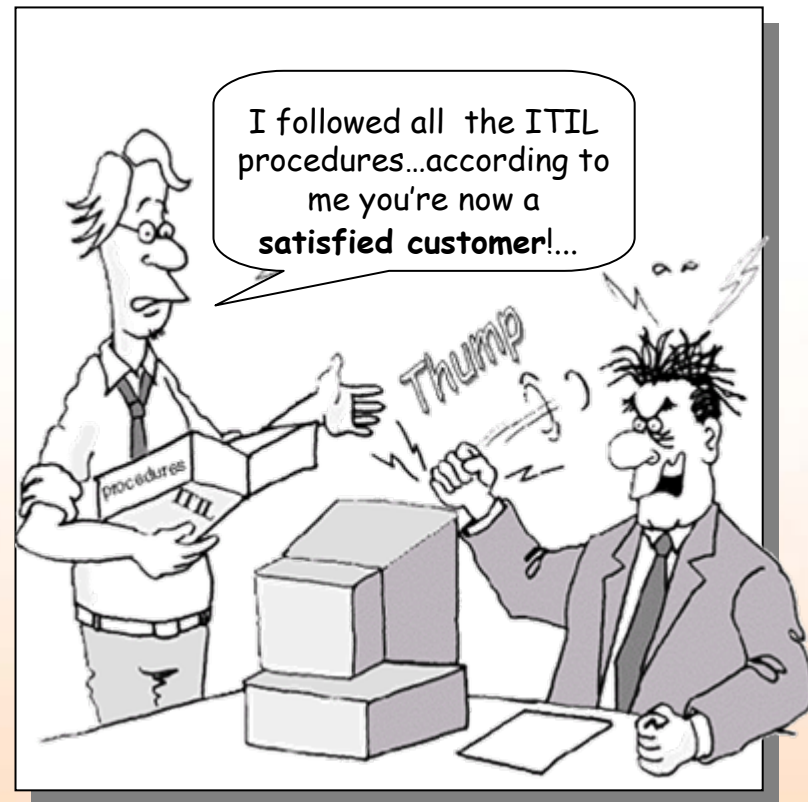
Technology
focus

IT growth



IT leadership?
Clear ROI?

*We've been using ITIL
for over a year now
and it hasn't made a
difference*



ITIL for the Sake of ITIL

Business
demand

Change
program

Service

- ☒ often a bureaucratic overload of procedures and work instructions that nobody uses
'.....ITIL is too bureaucratic'

- ☒ experts hired in to write procedures because they've done it before

'you've done it before..give us some off the shelf procedures'

- no ownership of procedures

- ☒ no real '**responsibility**' and '**authority**' allocated

Output
focus

approach

Attitude/
trust

Communication
issue

Technology
focus

IT growth



ITIL to the Letter....

Business
demand

Change
program

Service

- ☑ that's what it says in the book.....
'...ITIL is out of date, and just for mainframes'

"IT'IL never work here..."
"It is out of date..."
"That's not the way it works in reality?"

- ☒ failure to use ITIL as a reference model of best practices....

Output
focus

approach

Attitude/
trust

Communication
issue

- ☒ no understanding of purpose of procedures

- ☒ too rigid and inflexible, no real 'fit' to organizational situation and needs

Technology
focus

IT growth



Business
demand

Change
program

Service

Output
focus

approach

Attitude/
trust

Communication
issue

Technology
focus

IT growth

Entry card to the US.

	yes	no
Have you, or are you involved in espionage or sabotage or genocide?	<input type="checkbox"/>	<input type="checkbox"/>
Have you ever been, or are you a trafficker of controlled substances	<input type="checkbox"/>	<input type="checkbox"/>

IMPORTANT: If you answered "yes" to any of the above, please contact the American embassy BEFORE you travel to the U.S.

....how many people do you think have answered yes?

A procedure must serve a purpose and be seen as useful by those involved in it.

The Great Tool Hunt....

Business
demand

Change
program

Service

✓ we're going to 'implement ITIL...'
we need a tool



ICT thinks in
terms of
systems?

✗ a fool with a tool is still a fool

Help desk...
what do you
want now?..

I can't get the cut and paste
from my Lotus spreadsheet to
unpack correctly into my
PowerPoint slide. When I paste
it I lose all the bar graph fills...

...let me just check in
our **state of the art**
help desk tool where we
store **advanced diagnostic**
scripts to aid speedy
resolution of problems...

...is your PC
switched on?

Output
focus

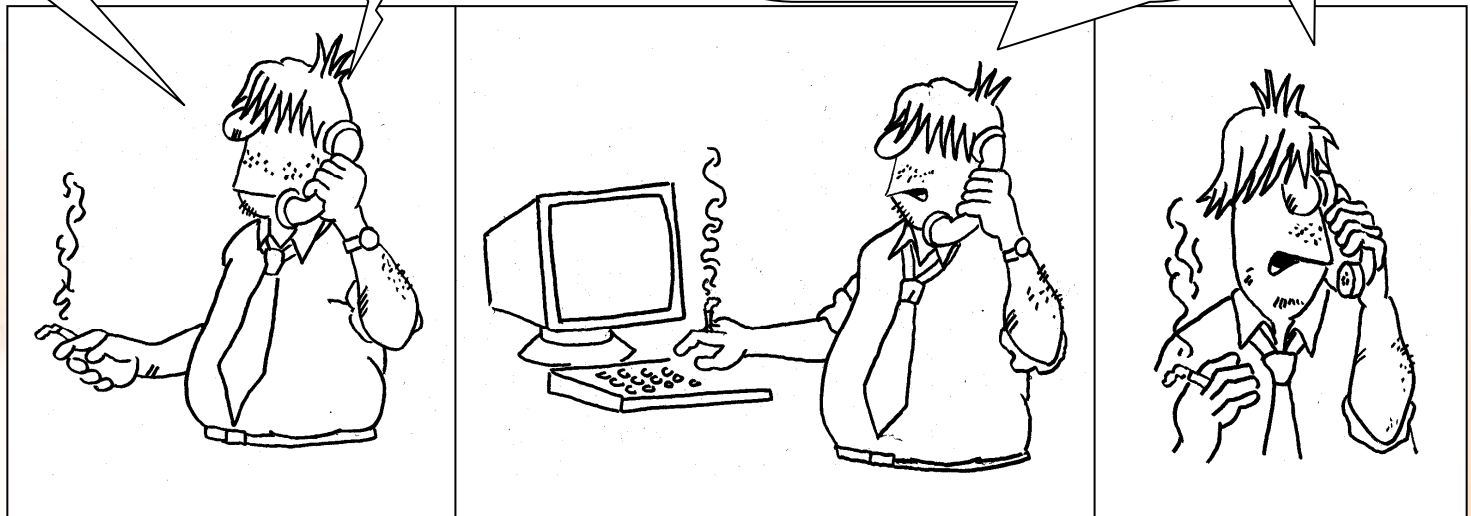
approach

Attitude/
trust

Communication
issue

Technology
focus

IT growth



The Great Tool Hunt....

Business
demand

Change
program

Service

- ☒ registering everything and anything and not knowing why....inability to find anybody remotely interested in the data... or not registering enough!

- ☒ shaping the organization and process to fit the tool, not the tool to fit the process..

Output
focus

approach

Attitude/
trust

Communication
issue

Technology
focus

IT growth



IT view of the business....

Business
demand

Change
program

Service

Output
focus

approach

Attitude/
trust

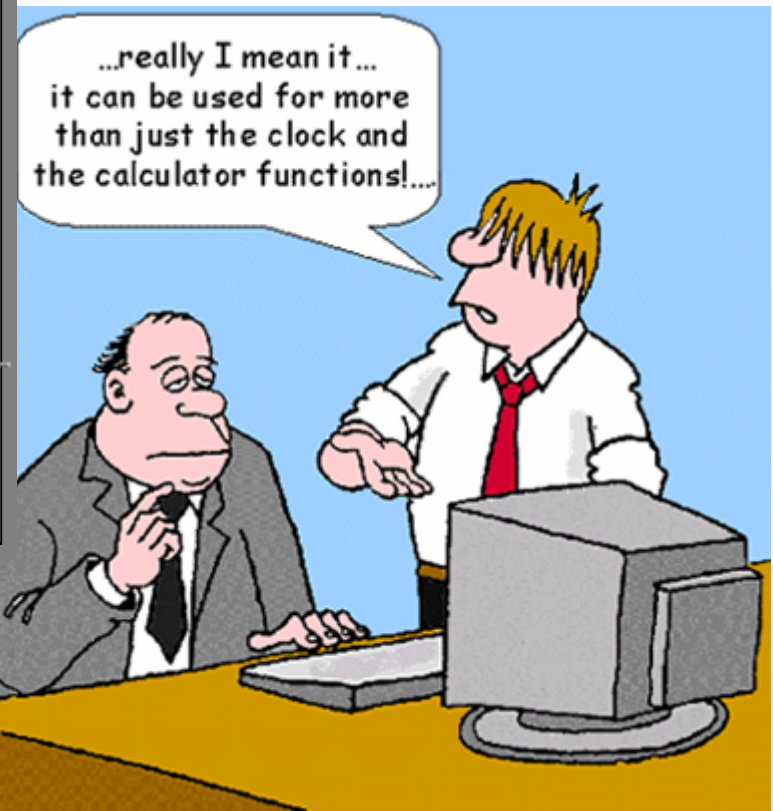
Communication
issue

Technology
focus

IT growth



☒ Business knowledge
of ICT



☒ Business steering
of ICT

The Paper Chase....

Business
demand

Change
program

Service

☒ that's what ITIL says we need to report..

☒ no clear link to 'goals'

☒ baffle them with BS and they'll go away..



IT leadership?
Clear ROI?

Output
focus

approach

Attitude/
trust

Communication
issue

Technology
focus

IT growth

The Board of Directors is complaining about the amount of IT changes that seem to go wrong. They want to know what we are going to do about it!....



Just tell them concrete actions have been taken by our IT professionals that CLEARLY show a drastic reduction in the amount of changes that degrade IT services...



Improving the Quality of Service

Business
demand

Change
program

Service

***“if you aim at nothing,
nothing is what you’ll hit..”***



It leadership?
Clear ROI?

Output
focus

approach

Attitude/
trust

Communication
issue

Technology
focus

IT growth

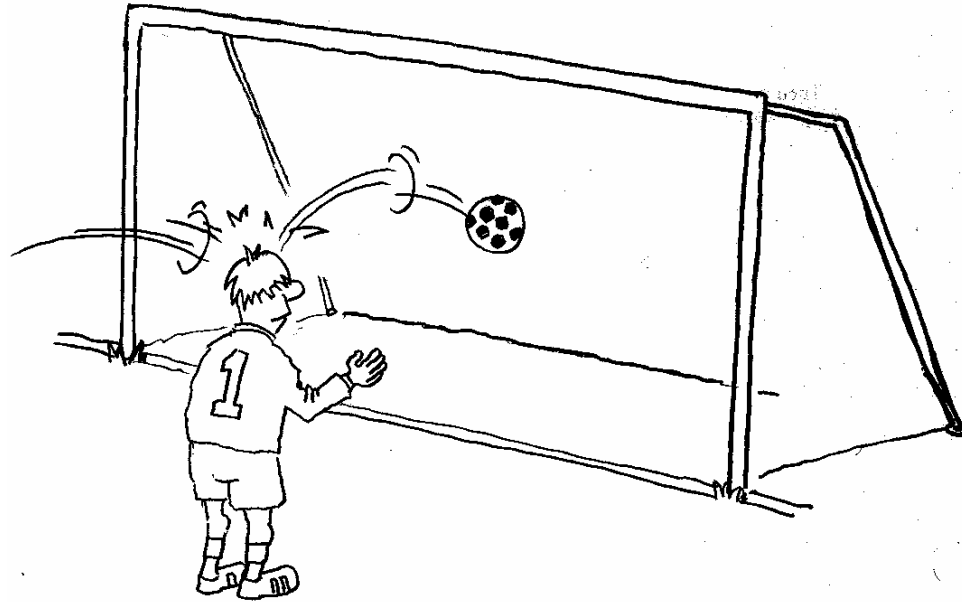
***“more efficient,
cost effective
provision
of
quality
IT services...”***



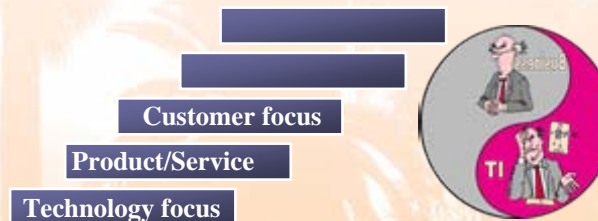
BullSt
Meter**

***Often the desired results are not quantified....
so what you get is what you aimed for...***

Goal Setting....Or How to Score Own Goals



Often the goals are IT facing and don't take into account the customer perception and needs...



Business intelligence?
Clear ROI?

Goal Setting....Or How to Score Own Goals

Business
demand

Change
program

Service

Customer
focus

Goal
alignment

Output
focus

approach

Attitude/
trust

Communication
issue

Technology
focus

IT growth

Goal:

‘reduce the amount of incidents to the help desk’

Goal:

‘99% availability of the unix system...’

*“ Availability management is the most **mature** tactical process in our organization...”*

“...most dissatisfied aspect of IT service delivery according to the users.....

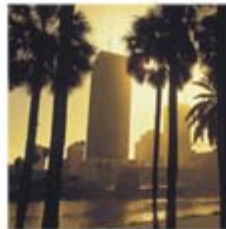
availability!



*‘..that’s because users don’t understand what availability management is..... they’re moaning about the **application!**...’*



ICT thinks in terms of systems?



Discussion/Questions