

Quint Wellington Redwood

Implementing IT Service Management within an IT Managed Services Provider: An Internal Consultant's Experience

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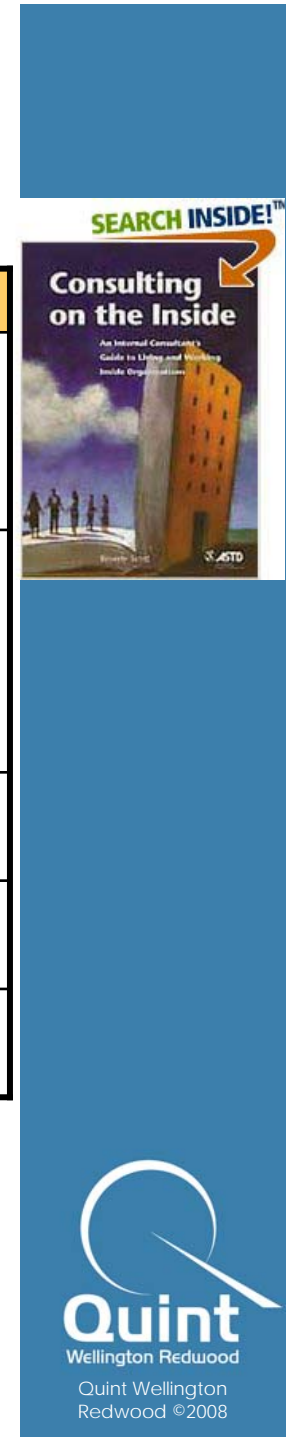
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This presentation is dedicated to consultants...



... and internal consultants in particular

| | External Consultants | Internal Consultants |
|---------------------------|---|---|
| Clothing | Sweaters, turtlenecks, slacks, silk shirts, sport coats, browns and greens, occasional gold chain at neck, exotic jewellery | Blue and gray suits, skirts and jackets, occasional sports clothes depending on company |
| Favourite Words | That raises an interesting issue, Fundamental and underlying, Deal, Confront, Work through, Dilemma, Model, Implications, Reassess at some point in the process | Measurement, Long run, Quick, Practical, Objectives, Background, Cost |
| Personal Life | Like Hiroshima right after the bomb | Reasonably stable, responsible and rewarding |
| Fantasy Life | Wish for the continuity and stability of the internal consultant | Wish for the freedom and variety of the external consultant |
| Underlying Anxiety | Being ignored, rejected, and treated as unimportant | Being ignored, rejected, and treated as unimportant |



Case Study

- My past experience as an Internal Consultant in a global Fortune 50 Company
 - Industry: IT products and services
 - Annual revenue: > US\$80b
 - Number of employees: > 200,000

Share in the Right Spirit

- Lessons were learnt the hard way
- These are my mistakes
- Sharing in the right spirit
- No intention to cause embarrassment to any person or organization
- This is not a step-by-step procedure on implementing ITSM
- A collection of personal experiences that I found interesting

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"And should there be a sudden loss of consciousness during this meeting, oxygen masks will drop from the ceiling."

Program Mission and Scope

■ Mission

- “To improve service delivery consistency and quality within the SEA trade accounts by using IT Service Management”

■ Scope

- Delivery teams; excludes Customer
- Provides best practice guidance; delivery team accountable for implementation projects and service delivery
- 4 key ITSM processes
 - Incident, Problem, Configuration and Change Management

Build a Team

- Recognize that different roles and skills are needed
 - Project management, service management, data collection, data analysis, report writing, coordination, reporting, etc
- Resource constraints
 - Full-time members
 - Part-time members
 - Needs of functional managers
 - Flexible scheduling
 - Buddying
 - Coaching
 - Document your work!
 - Build a toolkit for repetitive work



Identify Champions

- Every organizational change faces skeptics, and visionaries
- Identify the visionaries and appoint them as champions
 - Program members
 - Delivery managers
 - Client managers
 - Functional managers



Use Program Management to Manage Complexity

■ Complexity

- Number of accounts: 33
- Spread over 3 countries
- Delivery teams ranged in size from 2 to 160
- Different industries, corporate culture, nationalities, languages

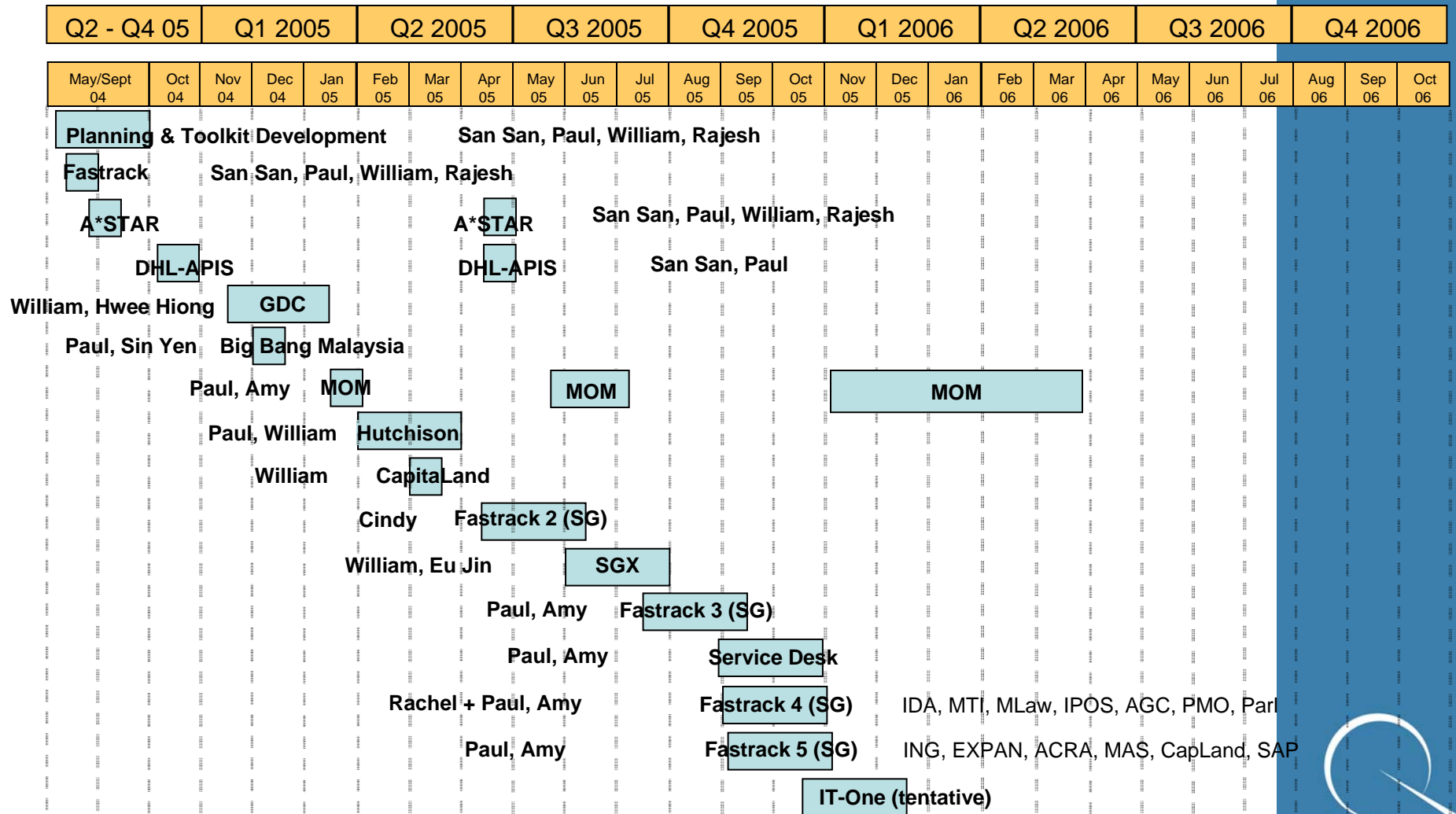
■ Develop program toolkit

- Training materials, assessment questionnaires, implementation templates
- Standardize as much as possible
- Customize the rest



Overall Planned Timelines

- ITSM Pervasiveness (revised 10 Nov 05)



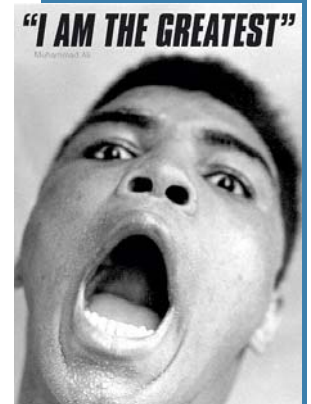
Beware of “Scope Creep”



- A project manager’s nightmare
- Initial program scope focused on internal delivery people, and only on achieving ITSM awareness
- Along the way, requests started coming in from various quarters within the company
 - To deal with process “emergencies”
 - To provide assessment services
 - To provide implementation services
 - To address customers’ delivery people too
 - To address new accounts, versus ongoing ones only
- Some leeway granted, with adjustments to project schedule
- Close communication with key stakeholders important

Self-assessments were Unreliable

- Maturity assessments helped determine effort needed in the implementation phase
- Labour-intensive and time-consuming
 - Lots of interviews, data collection, analysis, reporting, etc
- Why not administer self-assessments to save time?
 - Done by assessee, less effort from program team
 - Piloted on 4 accounts
 - Used freely-available assessment questionnaires
- To our surprise
 - Those unfamiliar with ITSM rated their maturity the highest, and failed to add much qualitative insight
 - Those familiar with ITSM rated their maturity the lowest, and were highly self-aware of their own shortcomings
- Bottom line: use self-assessments results with skepticism



Morale Affects Readiness

- One delivery team was badly affected by a sudden and unexpected outsourcing decision
- Visibly shaken when we started engaging them
- “Why were we outsourced?”
- “Have we done a bad job?”
- Not ready for new ideas



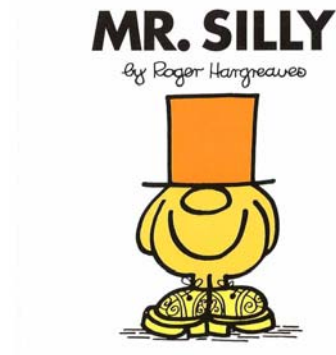
Diverse Tools Limit Process Integration

- In a managed services environment, tools are sometimes transitioned over from customers
- Diverse tools unable to exchange information freely
- Constrained the integration of ITSM processes
- Example
 - Problems recorded in Problem Management tool cannot be easily linked to RFCs recorded in a separate Change Management tool
- Invested in integrated Service Management tool to replace old tools
- In some accounts, investment decision was constrained by short-duration nature of their outsourcing contracts



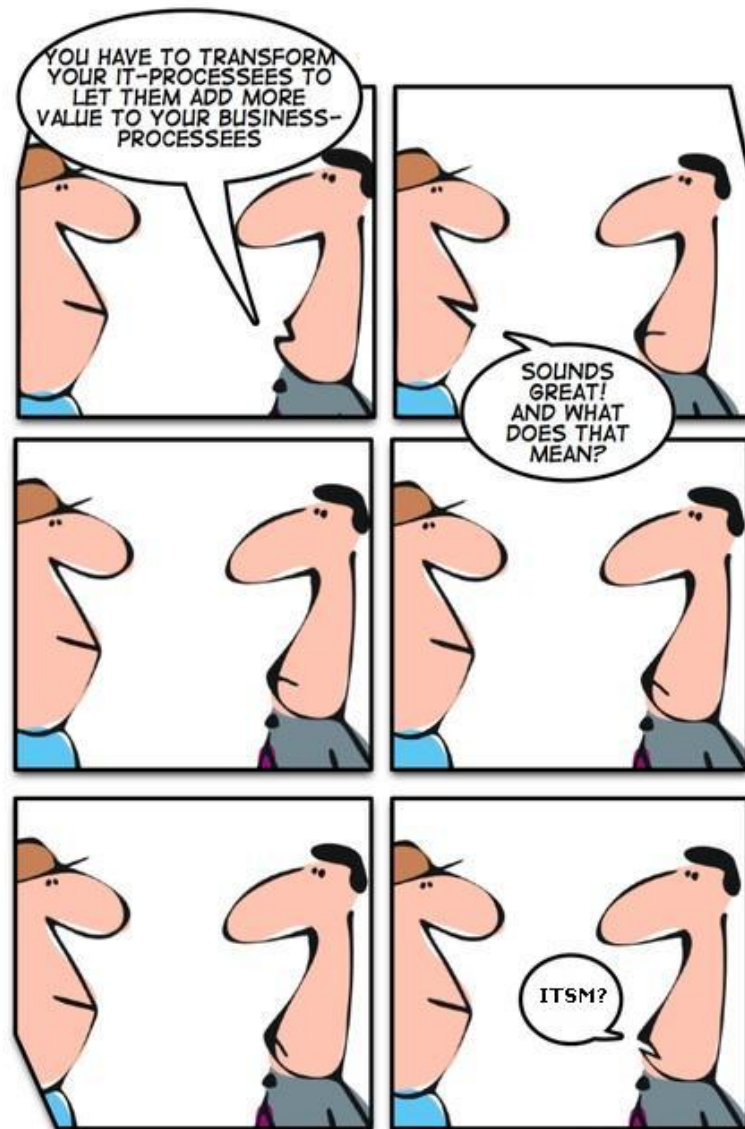
“But it will decrease the incident count!”

- Understand what motivates people
- If what you are doing brings people away from where they want to be, you’ll lose support really quickly!
- Example
 - Implementing ITSM on a team delivering on a SLA paid according to the number of incidents handled
 - ITSM reduces incident count
 - “Why would I reduce my contract sum by implementing ITSM?” Duh!



Final Words

- No ITSM project is free of mistakes
- Don't fear failure
- Learn in the right spirit
- Document lessons learnt
- Look for better ways of doing it
- Share with others
- Join the itSMF!



THE CONSULTANTS HANDBOOK PART 1: GEEK AND POKE
WHAT TO DO WHEN YOU REALLY HAVE NO CLUE



Dare to challenge
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