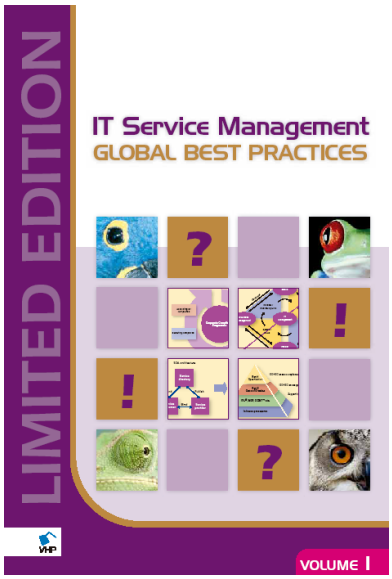
IT Service Management Global Best Practices

Volume 1



Complimentary article
for members of ITSM PORTAL

ITSM portal

http://www.ITSMportal.com

4.4 ABC of ICT V3

IT organizations have been struggling for the last ten years to adopt best practice frameworks such as ITIL in an effort to bring IT under control. However we have generally failed to realize the promised benefits of ITIL.
*ITIL V3 has now been launched. Is ITIL V3 the silver bullet to solve our problems? Will it finally ensure we realize the promised benefits of ITIL? Or will we fail just like we did with V2. With the increasing importance of IT to business operations we can no longer afford to fail. We must demonstrate we can bring IT under control. This article shows how the **Attitude, Behavior** and **Culture** (**ABC**) of ICT are what will determine the success or failure of your ITSM initiative. Unless we address this **ABC** then ITIL V3 will be doomed to failure. This article will finish with a few best practice tips to help you ensure that, finally, you are able to make ITSM best practices work and bring IT under control.*

THIS ARTICLE'S AIM

This article's aim is:

- to show that best practices, and frameworks such as ITIL® V3 are, in fact, only as good as the results that they achieve and the shift they are able to create in the Attitude, Behavior and Culture (**ABC**) within IT organizations
- to show why this ABC is the reason that many IT service management improvement initiatives have failed in the past, and indeed continue to do so, why the promise of Business and IT alignment, never mind Business and IT Integration, is still a long way away
- to confront IT managers with their role in changing their own Attitude and Behavior and leading change to make a real Culture shift in their organization and bring the business alignment a little closer
- to give you some practical tips for finally breaking down the ABC barrier that stands in the way of achieving real, lasting results using best practices.

CIOs and IT managers are inundated with volumes of **"best practice"** guidance and publications all telling you what you, as an IT professional, should be doing. ITIL V3 is the latest addition. Indeed this publication is another "heavy" example. No doubt you have shelves, straining under the weight of similar books and magazines.
We have noticed that these best practices share a number of common characteristics:

- They are generally expensive to buy, and certainly expensive to implement.
- They take time and considerable effort to implement.
- They are frustrating to apply.
- They usually go wrong.
- They are increasingly filled with "wishful thinking" and "wouldn't it be nice if…" as opposed to captured, proven, demonstrated best practices.
- They generally fail to deliver the promised benefits.

- People usually wish they hadn't started in the first place.
- They are, more often than not, accompanied by gangs of CONsultants often giving CONflicting advice, making it all very CONfusing and all CONning you that you can't apply the best practice without their CONsultancy.
- You have to buy more best practice to tell you how to get out of the mess you got yourself into by trying to apply the first best practice, which keeps the best practice book publishers and the numerous consultants spouting all the best practice in work, and gives Jan van Bon another reason to produce a new best practice publication, and Ivo van Haren can make even more money by printing and selling the books.

Our philosophy on the other hand is really quite simple. We promote worst practices. We have probably produced the only IT worst practice book on the market, "IT Service Management from Hell", which means there is only one book to buy so you don't have to worry about filling a book shelf. We don't offer any magic solutions, we simply show you where you *don't* want to be. Our advice is "**It is quicker, easier, costs less and probably saves more by recognizing and eliminating worst practice**".

This article makes use of much of the text from the ABC of ICT article of 1994. Why? Well for two reasons. One: ITIL V3 uses masses of text from ITIL V2 so I felt this must be a best practice worth repeating, so I too will regurgitate my text, Two: no matter how much I would like it not to be true, the text is still 100% applicable today, so I felt a responsibility for pointing this out to people again.

Unfortunately, something went wrong with our philosophy. It would appear that many IT professionals took our worst practice advice literally and actually tried applying what we wrote, thinking it was best practice! At least, that is the only explanation I can find for the current state of affairs of many IT organizations. If you don't believe me, then explain this:

When I began my career in computing 25 years ago as a system manager, otherwise known as "technoid".

A technoid is somebody who grunts in technobabble and doesn't know what a customer or user is, apart from some annoying creature that interrupts his (or her, not to be sexist) work and breaks the IT.

This cartoon is in one respect accurate. "People" are indeed the worst practice that is standing in the way of realizing the benefits of IT, people that can turn a best practice into your worst nightmare. The Technology itself is no longer an issue. It is the way that it is used (abused) and managed (mismanaged).

I was then informed in the computer publications of the time that IT'ers would need a new focus if they were to survive:

- **I** would need to communicate in terms the business could understand, and deliver service to customers and users as IT was becoming more and more important …..ten years later I was a manager of a team of system and network managers, a herd of "technoids", the industry was preaching ITIL to us and how we techies would need a new focus if we were to survive.
- **We** would need to communicate in terms the business could understand, and deliver service to customers and users as IT was becoming more important.

In 1996 we first produced our worst practice book. We included an extract of an article written by Lew Young, editor in chief of the Business Week publication, in which the state of IT was clearly described from a business manager's point of view. *"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."*

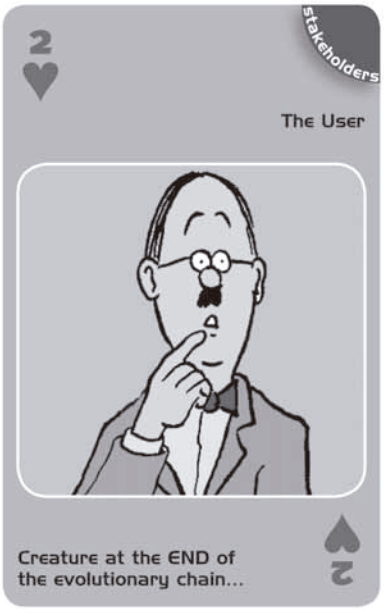
We certainly agreed that the Customer was a bloody nuisance.
Now we are in 2008 and of course things have obviously changed. Because after all we have had all that best practice to help us. In which case can somebody please explain to me why the latest survey of the itSMF in the Netherlands shows the number 1 strategic priority of IT organizations is "to improve the quality of services and products". This reminds me of that film "Groundhog day" every day you wake up and relive the same day.

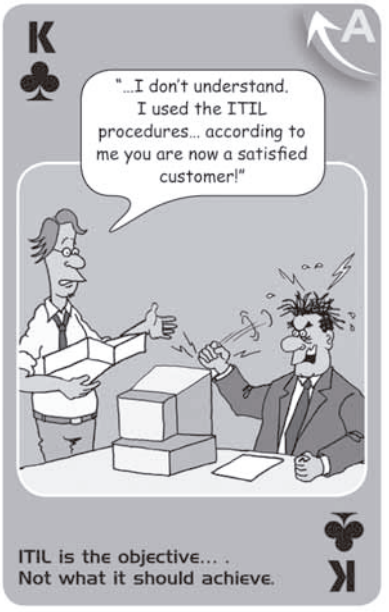
SO WHY HAS SO LITTLE CHANGED?

Darwin proposed a theory of "survival of the fittest". A species would evolve from generation to generation, adapting to the demands of its environment in order to survive. Based upon his premise you would logically conclude that from generation to generation the technoids would evolve and adapt to changing business demands... apparently not. It would appear the theory doesn't apply to technoids. Or perhaps the technoids are like the great white shark, perfectly adapted to their environment, they haven't changed in millions of years. ***Perhaps the technoid is a perfectly evolved and adapted species? Grunting in technobabble and annoying the business is what it was designed to do.***

However, a species can succumb to some sudden external influence that can make it extinct within no time, look at the dinosaurs. For the technoid (the modern day equivalent of the dinosaur), this sudden external factor is "sourcing" (out and offshore), threatening the survival of the in-house IT'ers unless they adapt…. and fast. "Survival of the most adaptable?".
A somewhat more topical and controversial solution is at hand and offers another new perspective. Gene manipulation.

Perhaps the only solution is to genetically modify the technoids. Research has already shown that lazy monkeys that only work when rewarded can be made to work hard at all times when they have undergone simple gene manipulation. If you see copies of "New scientist" on the desk of your P&O manager then it's time to start worrying…..
but of course, this doesn't concern you.





THE IMPORTANCE OF IT AND THE NEED FOR GOVERNANCE

So after all these years, and having thrown ITIL V2 (and now V3) into the equation we are still poor at improving the quality of IT service to the business. Why do we need to? Let's just carry on doing it the way we do. It keeps us busy, keeps the consultants in business, everybody happy, the cycle of life goes on. Only, let us take a look at IT today. IT is becoming more and more mission critical. IT is a way of life. The cyber-consumer forces the adoption and deployment of IT in just about every industry. IT organizations face the need to demonstrate control and compliance. Bring IT under control, prevent risks and protect business continuity. On the other hand they face the need to demonstrate performance and added value. Demonstrate how IT contributes to business success and value. These are the driving demands in fact for IT governance, and indeed what ITIL V3 stresses in its Service Strategy book.

This drive for governance is one of the reasons why many CIOs are adopting ITIL. ITIL is exploding. A survey of 197 CIOs in March 2006 by the CIO magazine revealed that 95% of CIOs will adopt ITIL to address business goals. The success of ITIL is no longer a "nice-to-have" but a "need-to-have". Failing to get it right THIS time could mean the red card to many IT organizations. So the status quo is no longer acceptable. We must change. The sense of urgency is clear to many. But is the sense of urgency felt by all?

This has prompted the authors of ITIL V3 to declare ITSM capabilities as a strategic asset. What that means we will see in the section on ITIL V3 about the need to use ITIL to achieve a strategic alignment between business and IT. Or as many of those involved in the creation of ITIL V3 have declared, it will finally enable business and IT integration!

This is one of the reasons I have written this article. The alarm bells are ringing. We may have CONvinced ourselves we are a strategic asset, but go and tell that to a business manager and when he stops laughing and wipes the tears away from his (or her) eyes you can ask. "Why are you laughing?". This article tries to explain why.

Another reason for writing this article is that I do not see anything in the ITIL V3 certification schemes or training demands to address the ABC issues.
As a result we will send tens of thousands of people through ITIL V3 certification training, arming them with 22 points. We will then let them loose as "strategic assets" to reap havoc with ITIL process flows and books of procedures within their own organizations.

The cartoons in this article are taken from an instrument we have developed to finally address these ABC issues and make them visible and open for recognition and discussion. We have developed a pack of playing cards identifying 52 of the most common worst practices relating to “Attitude”, “Behavior” and “Culture”. These are not simply cartoons. These represent real behavior! Which is even more frightening. Whenever I present these cartoons at conferences, people come up to me and declare “we recognize that. It is so true of our organization. What can we do about it?” It was this appeal for help that has prompted us to write a serious book about the ABC of ICT and an instrument to help people identify, discuss and finally resolve these issues.

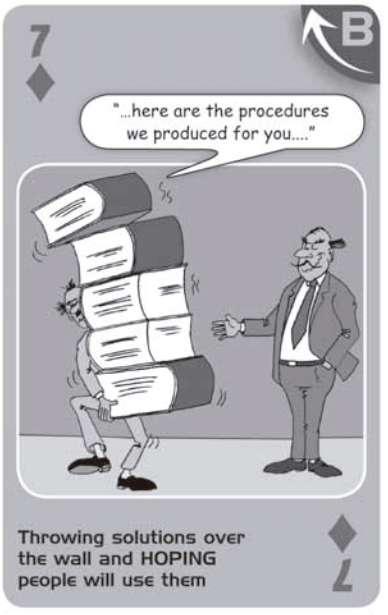
FRAMEWORKS AS A SOLUTION TO OUR PROBLEM

So basically governance is one of the biggest drivers demanding the need to bring IT under control. Minimise risk, demonstrate value. If we look at a definition of Weil & Ross (IT Governance book, Harvard press) describing governance we will see where our first worst practice stems from.

> “Specifying the Decision rights and accountability frameworks to encourage the desirable behavior in the use of IT”.

Why have I used this definition (from Weill & Ross)? Because this book from Weill and Ross, like ITIL used to be, is based upon proven Best practice taken from numerous case examples. ITIL V3 I fear has strayed from the path and has added a lot of “wouldn’t it be nice if” and some “wishful thinking” best practices. The time for wishful thinking has passed, the time for hard reality and proven practice is upon us.

Why have I split the definition above into three lines like this? Because one of our primary worst practices is that we focus so much on the first line (adopting the frameworks such as ITIL that will define some responsibility and accountabilities) that we forget, and do not



Simply handing over a set of new ITIL procedures and hoping this will suddenly change peoples attitude (to become more customer focused) and behavior (following the procedures) is like expecting all of the countries in the world to suddenly stop C02 emissions because of Al Gore’s film.

adequately address the second part **"encourage the desirable behavior in the use of IT"**. Which is what IT governance is all about, "doing the right thing to responsibly manage the IT assets in an organization such that it poses no risk to business continuity, and such that the investments we make deliver value". One example of this worst practice is the books of process flows and procedures we produce and "hand-over" to the organization assuming they will then follow them. Believe me this is still a reality.

This focus on "Frameworks" is also a worst practice that I still see evident in just about every ITSM conference I attend. What do I mean by that? Take a look yourself. The next conference you attend look at the program and the titles of the sessions. 95% will focus on some framework, or method, or approach, or specific process, very few will focus on addressing attitude, behavior and culture, telling you how to embed the solution in the organization, what sort of resistance you will encounter and how you overcome this. This leaves many organizations, new to adopting frameworks, with the naïve belief that they can simply be "implemented".

This is the first of our worst practices – we rush to adopt and deploy the formal frameworks and process models, and fail to address the bit about "desirable behavior".

However, as there seems to be an explosion of frameworks at the moment and even a new book to explain all the frameworks you can choose from (CobiT®, ISO, ITIL®, MOF, PRINCE2™, EFQM), and as I am part of this **culture** too, my **attitude** is "me too, I want one as well", my **behavior** is "I know I shouldn't… we don't need another framework, but I'm going to create one anyway". So I have created my own Framework and am calling it the MOTHER of all frameworks.
MOTHER = Maturity Overview To Help Enable Results
(The Americans invented the MOTHER of all bombs to be the most powerful explosive of all time, the Russians countered with the FATHER of all bombs, four times more destructive. I have developed the MOTHER of all frameworks, probably just as destructive as all the other

frameworks in use at the moment. The analogy is really quite good. A bomb comes with a warning "handle with care, if not used with proper supervision this could cause serious unexpected damage", I think all these frameworks should also carry this warning!)

Maturity level	Characteristics	Attitude	Buy-in
Indifference	• Awareness • Unconvinced • Unwilling • Undermining • Visible resistance	"I'll follow procedures only if I HAVE to and am TOLD to"	NO
Interest	• Recognition • Buy-in to possible benefits • Willing to listen • Reactive involvement	"I'll follow procedures because other people seem to be….but if anybody else stops I will too"	YES, BUT…
Engagement	• Understanding • Belief • Active participation • Visible contribution	"I'll follow procedures because they seem to be making a difference" "I'd better follow procedures because everybody else is"	YES, AND
Commitment	• Enthusiasm • Passion • Pro-active promotion • Defending the way of working • Criticism of those that don't comply	"This is the way we work….why should I not follow procedures?"	YES, BECAUSE

As you can see, any idiot can create a framework and convince people they know what they are talking about…..you can use this framework to test how far you are with any other framework adopted…..see what type of characteristics people display to judge whether behavior and attitude are changing and whether there really is buy-in and commitment. Have a look at it and judge where your ITIL initiative is at the moment.

It is not the frameworks but the way we have applied them.

LOOKING BACK: TEN YEARS AGO OUR WORST PRACTICE BOOK, AND WORST PRACTICE PRESENTATIONS

We wrote our original Worst practice book over ten years ago. At that time I gave worst practice presentations at ITIL conferences and got a lot of people nodding their heads and declaring "How true". But then ITIL V2 came out, thousands more ITIL training and consultancy firms have sprung up to help us rid ourselves of these worst practices. The itSMF has made its mark globally as a place for sharing practices. But has the world of IT management changed? Could we say that we are more mature? Some are, but many, probably the majority, are not. A recent survey of organizations in the Netherlands revealed that the average maturity of processes is between 1 and 2 on a scale of 5. It has taken us ten years to get so far.

Ten years later I am still giving the SAME presentation and writing the same articles

Ten years later I was asked back at numerous international conferences to give the EXACT same presentation as ten years earlier! It was like "back to the future" I have been here

before. Telling the same things, people still nodding in recognition and coming up to me afterwards saying "How true"…."Just like our IT organization". So ITIL V2 didn't resolve the worst practices. It just gave us a new framework to blame. I found it a little disconcerting. With more than 500,000 people now certified in ITIL. My presentations are still being seen as extremely insightful and relevant!??

WILL ITIL V3 SOLVE THE WORST PRACTICES, OR WILL OUR WORST PRACTICES BE THE REASON ITIL V3 WILL BE AS SUCCESSFUL AS ITIL V2?

ITIL V3 is the much awaited upgrade to ITIL

So is a new framework the solution we need? Unfortunately our general Attitude is "ah! but now we have ITIL V3, this will sort it all out!", "*With V3 we are finally aligning IT with the needs of the modern organization in which IT is mission critical. Finally ITIL V3 will break through the problems of "old" ITIL. With ITIL V3, value will finally be realized and business and IT integration will be within the grasp of organizations that embrace, adopt and deploy ITIL V3 best practices, ITSM and the IT professionals are now strategic assets for the business…..*" and pigs really will one day fly! Do we really believe this? Or are we simply CONning ourselves. ITIL V3 obviously has some good stuff in it, but are we ready and able to use it?

ITIL V3 and its promises

ITIL V3 now promises, through its "strategic focus", or "business perspective", through its "lifecycle approach", through its focus on "Services" instead of internal processes, through its focus on "Continual service improvement" that we will be able to ….to….whatever. I fell asleep at that part, as I had heard it all a hundred times before. ITIL V3 will help us solve problems that the earlier versions hadn't addressed. Right? Really?!!!

ITIL V3 in relation to our current worst practices

OK so this is where this article now differs from that of two years ago. I will now look at some of these ITIL V3 unique selling propositions and added value enhancements realized by the "Refresh". I will look at them in relation to the ABC issues that haven't been fixed and we will, together, explore the question "will ITIL V3 fix these? Or will these "fix" ITIL V3?" The following sections will look at some ABC worst practices in relation to the specific ITIL V3 books and concepts, and will discuss how the self-professed unique selling propositions of ITIL V3 may not turn out to be what they were meant to be.

Service lifecycle

ITIL V3 now focuses on the "Service lifecycle". From inception to birth, through the ups and downs of life and onto to the inevitable retirement and death. This reminded me of a model we put in our Not the ITIL V2 worst practice book. The "Application death cycle". Throwing it over the wall has been, for a long time, a core competence in the Application world. The amount of systems that actually survive live usage. An old Standish report quoted figures of only 28% of systems getting into live use, with just 8% of these still in use after two years. Obviously the figures have improved but they remain poor. Still 70% of IT projects are over-time, over- budget or fail to deliver the right results. Application type people have spent a lot of years NOT managing to bring this under control, and we ITSM people, new to the concept of the "Lifecycle" think we can get it right first time?! Which reminds me of one of our worst practice issues. **The SILO mentality. In order for the service lifecycle to work, all of the players need to be aligned.**

The service lifecycle concept requires alignment from strategy to operations AND alignment of all service delivery players which includes Applications and Infrastructure. *We have seen how eagerly Applications departments accept ITIL? Who will ensure the buy-in to ITIL V3?, because as far as I can see it doesn't appeal to their needs.*

This implies the alignment of all levels and across silos….We have been very good at keeping silos intact so far….which book will ensure the silo mentality is broken?

Another thing that worries me is this. ITIL says you should use the books holistically, in their entirety, but you can read them individually. I suspect that small projects, divisions, competence clusters will only read certain books, thereby failing to get the overall picture, creating as it were SILOs between books. I would like to think this is simply not true but I have seen it. See my small case example in section "Moving the Technogeek" to the front line.

From process to service

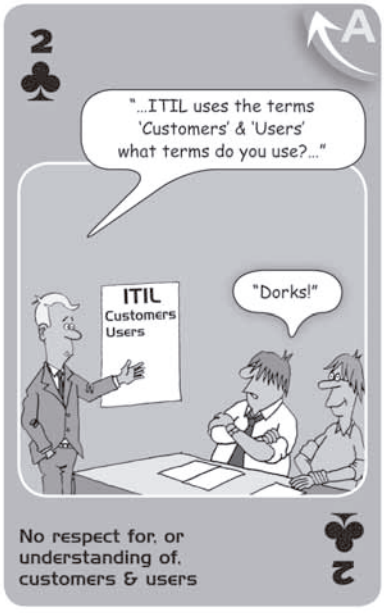
"…. **ITIL V3 focuses on SERVICES instead of PROCESSES…..making ITIL less internally focused…..." CIO article.**

So this is a revolutionary new focus of V3? So that is why we have been going wrong? Suddenly it is all about Service! Let me ask you a question.
"**The Value of a Service if not fixed in advance, is left to the discretion of the recipient…"**

Which version of ITIL does this come from V1, V2, V3? I ask this at conferences and there are mixed reactions. 35% say V1, 28% say V2 and 25% say V3….wait a minute, that's only 89%?....the rest just stare at me and ask "what's a service?"
The answer is: None of them. This was Aristotle the famous Greek philosopher about 300 B.C. **There is nothing new about the concept of services!** Indeed services were a central concept of V1 and V2. Will suddenly saying "no but really this time we MEAN it, Services really ARE important" mean that it will now suddenly work? I don't see this happening.

Case: A large financial organization received a Key Performance target from the IT Directors "Twelve SLAs by the end of the year with the Business divisions". A bus load of Consultants were hired in. They locked themselves away in a room for six months and produced "large" SLAs. The business refused to sign them – they weren't waiting for SLAs, contracts or agreements. They just wanted IT to start doing what it kept on promising to do, but failing to deliver. The internal IT organization said "we can't make half of those agreements reality because we can't guarantee the availability and continuity targets, we haven't got our internal processes sorted out yet to deliver those capabilities". Result. Hundreds of thousands of Euros wasted money, no SLAs and an IT organization with even less "Customer" and "Service" minded credibility. Shooting yourself in the foot is probably less painful. NO. Simply stating that ITIL V3 focuses on services isn't going to make it a fact among the masses of IT technoids that deliver services to the business.

This is one example of, I suspect, 1000's. I am sure that if I ask every single reader to think of an example in their organization they will ALL have an example that Customer and Service minded are mere "words" and "slogans" and not always translated into "behaviour" and actions.



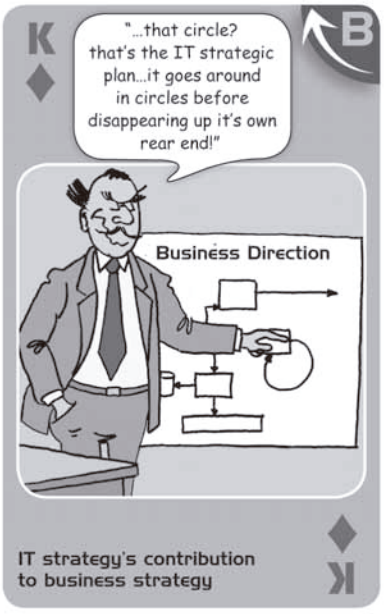
The frightening thing is that the cartoon above, the two of clubs in our new card game, is one of the most popular cartoons that gets requested. People come up to me and say "that is ***our*** attitude in fact". Until this "Customer" minded attitude is a reality saying "we are now service focused" is burying our head in the sand.

"Customer" and "Service" minded needs to be embedded in our "Attitude" (Sticking to agreements is important, and the Customer really is important), our "Behavior" (we do what we promise, we hold each other accountable when we see that we don't do what we promised), and our "Culture" (Customer focused is translated from words and slogans to actions).

Service strategies

"The Service Strategy book is a major strength of the new ITIL library. It encourages the development of a business perspective." (CIO article 2007).

Déjà vu again? What about the lost, forgotten and never read best book of V2? The business perspective book: **Understanding & improving**. Produced in 1996. What did the OGC say themselves: **"Fundamental to the matching of IT Services to business needs". (The business perspective book).** What did our industry say about it? **"…best ITIL book ever written, this will finally allow us to align ITIL to business needs". (Chairman ITIL conference 1997, USA)**



The Netherlands is often recognized as being one of the leading countries in the adoption and deployment of ITIL. I was one of the keynote speakers at the conference in 2007 so I took the opportunity to use the 850 people in the audience representing hundreds of companies from more than thirty countries to do my own mini-assessment.

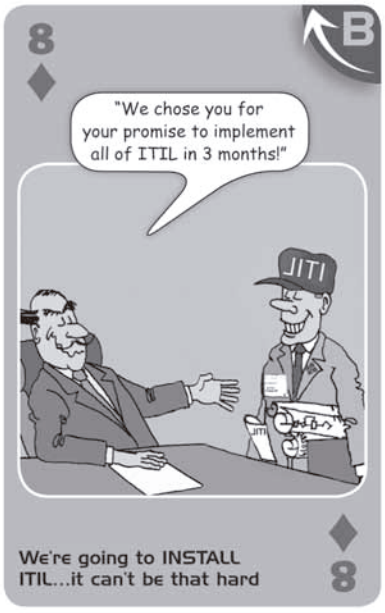
I asked them who had read this book. Two hands went up. I then asked who knew it existed? Three hands went up. I did the same in Spain (300 people). Denmark (100 people), UK (50 people). I got the same results everywhere. Less than 8%....hey that sounds a bit like the application release figure. Maybe the book was part of a lifecycle of releases??!!

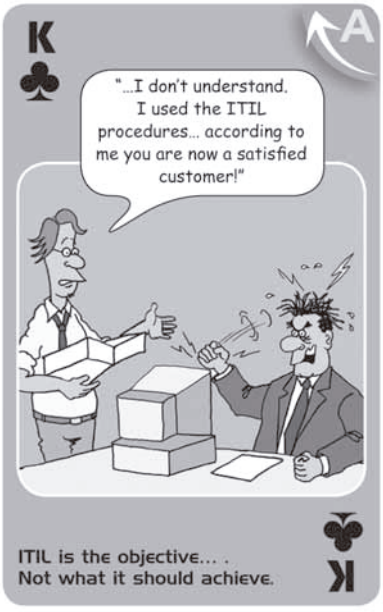
That book would change everything. Why should this new one make a difference if we did nothing with the old one?

What was the attitude or culture of our industry such that this first book was ignored despite its clear need and clear value? I personally blame the certification and training schemes. The focus was on foundation, service manager and practitioner for the service delivery and service support set ONLY. Why should anybody want to read any of the other books….THEY DON'T CONTRIBUTE TO CERTIFICATION. It is this unbelievable attitude and culture that

having a certificate means more than being able to do something with ITIL. If we have a certificate are we now capable of deploying ITIL???
I think not, worse still, evidence proves that we have not reaped the benefits of ITIL despite the hundreds of thousands of people walking around with a service manager certificate.

As a result is it any wonder we haven't made the link to business value and results.
The certification schemes should be linked to the whole set and should involve the practical, demonstrable application of theory in a live organization. Judged by a peer group. The current set of certificates should be called the "IT'IL-be-a-disaster-if-you-let-me-loose-on your-live-IT-organization" certificate, and the real ones the "I've-got-a-certificate-that-means-I-am-probably-less-of-a-risk-to-business-operations" certificate. That way people will know what they are employing and who they are letting loose to manage their mission critical IT.





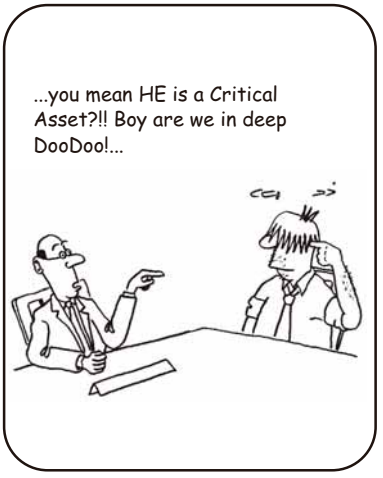
ITSM as a strategic asset

"The achievement of strategic goals or objectives requires the use of strategic assets. This guidance shows how to transform service management into a strategic asset." (ITIL V3)

This is brilliant, and this is my favourite bit of ITIL V3 and something that sums up our culture and out attitude. I'll explain what I mean. Strategic assets are:

Resources		Capabilities		
Financial capital		Management		
Infrastructure		Organization		Processes
Application		Process	Embedded in	Systems
Information		Knowledge		Technology
People		**People**		**People**

When I saw this I asked myself, "Am I the only one to see this?" Because obviously the ITIL refresh authors, boards, reviewers, QA didn't, otherwise surely they would have said something about it?" ……about what? PEOPLE. What is revealed here? PEOPLE are resources, capabilities and one of the elements of PPT. So PEOPLE are a crucial strategic asset??? Oh no!!!



If people are such a strategic asset, then why isn't enough energy and attention given to the ABC in ITIL V3 to explain how to transform the "technoid" into this strategic asset? Also, if people are such a strategic asset, how come the new ITIL certification scheme doesn't address this? Ensuring they have the necessary skills and competencies to become strategic assets? Furthermore, if people are so important why do we not see this reflected in all the itSMF conferences, presentations and workshops to help address this? I thought perhaps it is just me and my view and doesn't reflect Industry expertise. I looked on the internet and found these two items:

Bita Planet article: Survey shows continuing adoption of ITIL but persistent challenges. "No.2 on the list of challenges strikes a chord, in its recommendation of the need to ingrain process into the culture…"

Tech republic. 10 things you should know about being a great IT manager.
#1 Spend time (and Money) developing your PEOPLE.

These were just two examples of how **our industry recognizes the need to focus on people, unfortunately not enough attention and advice is given in ITIL V3 to tell you how, and not enough energy and attention in the ITIL certification scheme, nor, so far, in the conference programs to skill people appropriately.**

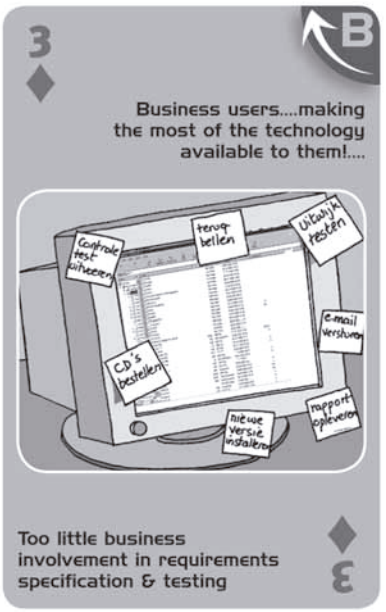
So the new CIO who is probably the target audience for the Service Strategy book will read this book and will not be made aware of the massive impact that people are going to have on the success or failure of transforming ITSM into a strategic asset…..**You who are currently reading this book are the only ones to know. Go and warn the CIO and prepare him (or her) before it is too late!!!**
I have IT experts say to me this is nonsense. IT executive management teams know this. It is standard management practice to know and address this. If that is true then why are we still in the same mess as ten years ago? And why do my presentations get universal recognition and high scores on "relevance"?

Trust and credibility

We currently have an issue with trust and credibility within the business. Promising for ten years or more we will bring IT under control and failing, and suddenly we are now promoting ourselves to be a strategic asset? We are going to walk to the business with this book under our arm and declare "here we are, we're ready for business and IT integration….we're skipping business and IT alignment altogether because we couldn't get that one working"….. Well I'm convinced. I'm sure the business is as well.
My argument is this: "Neither WE nor the BUSINESS are ready for Business and IT integration". Naturally many people won't believe me and will call me a skeptic. Many people want it to be true, which I can appreciate. However let's get back to reality. I decided to test my statement on my 850 strong audience at the Dutch itSMF. I said "hand's up any of you who think you have business & IT alignment under control?" I then asked "how many think they are now ready for business and IT integration?" No hands went up. Zilch, zip, niente, nada, none, not a sausage, bugger-all….to quote Monty Python. I did the same in Spain and Denmark with the same results. So the ITIL V3 strategy book will really be a winner with this target group then? It really addresses the current growth needs of the average IT organization. Maybe we keep writing books ten years ahead of time and we should now republish that 1996 business Perspective Book?

We are not ready for Business and IT integration and if we want the business to take us seriously as a strategic asset then we must start demonstrating that we can be trusted and we start doing what we have promised for ten years. Start behaving like strategic assets.

Let's also not forget that the Business has a role to play in ITSM as a strategic asset, the Business must take its own role and responsibility seriously for Governing IT. Making the right investments, ensuring Business involvement in requirements definition, testing and deployment. Managing the demand for IT. Who is going to ensure that the Business also takes it role responsibly? The business must also display "desirable behaviour". Without trust and credibility it is going to be difficult for us to tell this to the business.



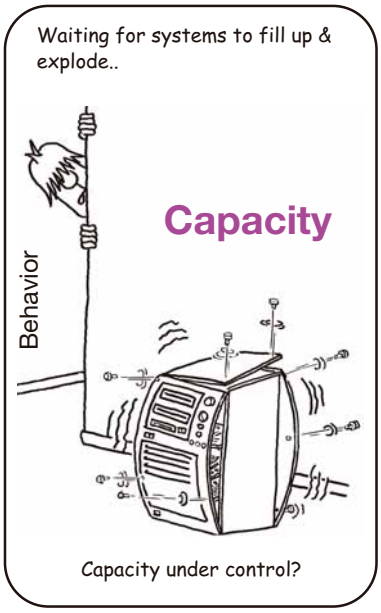
There was a great line in the Service Operation book "Good Service requires good customers!", indeed and if the business doesn't start behaving as good Customers then we'll outsource the business!!

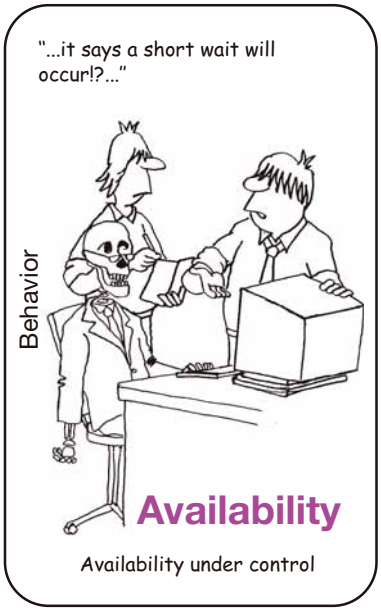
Services that add value

The strategy book now tells us that Services are there to add value. Brilliant, I am glad they wrote that one down. It should be made into a quote and placed inside Chinese fortune cookies. **"A service is a means of delivering value to customers by facilitating outcomes Customers want to achieve". (ITIL V3)**

ITIL V3 now helps us recognize what value is….what the business needs are, expressed in terms of Utility and Warranty. Basically Utility is "fitness-for-purpose" and Warranty is "fitness-for-use". Warranty covers aspects such as Availability, Capacity, Continuity and Security. The business manager, like me, will quite rightly ask***…."Are any of the readers now going to tell me that they did not KNOW that this is what the business needed?"***… I suspect not….or only a few…and hopefully NONE of those are in an IT management

position. *If any IT managers say they did not know this, then I seriously suggest a career change.* What have you been doing for the last ten years?
I tested this also on my 850 IT people. "How many did NOT know this before seeing it in ITIL V3?" no hands went up. I can also assure you the audience were all alive and all awake….
So once again, value, nothing new. So why haven't we been delivering it?????
Don't believe me? Take a look at the Warranty bits. Do they look familiar? Sounds a bit like the Service delivery type processes. We've had those for more than ten years, surely we must be good at demonstrating our Trust and Credibility in delivering these processes?
I decided to look on the internet. It took me less than ten minutes to find these four cases.
Capacity: JetBlue an airline company. They outgrew the capabilities of legacy systems. Capacity overload. Key systems failed under stress. This cost $40 million dollars loss.
Availability: The blackberry network went off-line for a while. "A significant number of US business and Government offices lost an important element of their IT Infrastructure". This did not have an estimate of loss.
Continuity: Over the holiday period another airline system went off-line and could not be recovered. Cancelling or delaying 3,900 flights and stranding 200,000 passengers. This cost $20 million and damaged the Airline's reputation.
Security: A Government agency lost 2.5 billion pounds in loss and fraud because of systems failures.





These cases show that we still do not have these basic Service Delivery processes under control. Indeed a Compass survey also revealed that these processes are the least mature and an itSMF survey revealed that our IT internal processes are far from mature. An average of 1.5 to 2.0 on a scale of 5. So the added value of ITIL V3 "**focuses on SERVICES instead of PROCESSES…..making ITIL less internally focused"?** It will be dangerous if we let ourselves be convinced that we should all start behaving with an external focus when we still have to get the behavior for these basic, core processes under control. If we all start rushing to the external focus??! It will be like a see-saw. We are all standing at one end (internal), now we all go rushing to the other end (external) because ITIL V3 says so, suddenly the people left at the other end go flying through the air to crash and burn. There needs to be a balance. Unfortunately we are like school kids on a football field….they all go rushing after the ball in a pack, we will all go rushing towards the external focus.

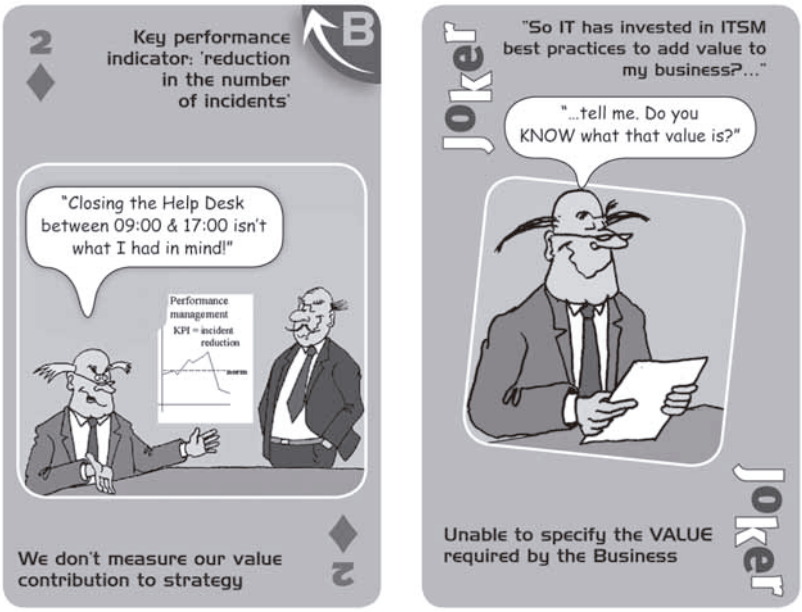
The traditional delivery processes can add value and can create enormous business risk. We still haven't got these ITIL V2 "Internal processes" under control, never mind externalizing them and talking about them in business terms.

The need to measure and demonstrate value

So value is important and we need to demonstrate it. Especially if we are to create Trust and Credibility. This means that we need to measure in order to be able to demonstrate how well we do. But how well do we measure IT now? Almost 95% of the people I ask say "Of course we measure IT". I do not believe it. At least I do not believe we measure what we should be measuring. I do not believe we know what the value is that we deliver to the business, *and I challenge you to prove me wrong*!!
First, why don't I believe you, and then the challenge:
A recent Parity report revealed:

"Only 27% of IT managers have directly measured the return on investment from ITIL implementations, and under half measured the value that IT service management delivered to their business."

Secondly: We have this Apollo 13 business simulation exercise. Teams play Mission control of Apollo 13. Mission control is very similar to an IT organization. Managing a mission critical infrastructure. The teams usually make a mess in Round 2 and fail to meet their Service targets. Then they design all sorts of wonderful improvements focused on people, process, technology. I play the business role; The Mission Director, and I then ask them "So you have spent 100's of thousands of dollars to improve your ITSM capabilities. Tell me what will I see differently in my scorecard?". (Lower cost of ownership, Faster throughput, More work processed, Increased availability and reliability, innovation targets achieved). Once again what I am about to reveal is a "scientifically measured experiment", because being IT professionals we of course measure what we do. Of the 3,000 or so IT people that have played this year more than 85% answer?.....



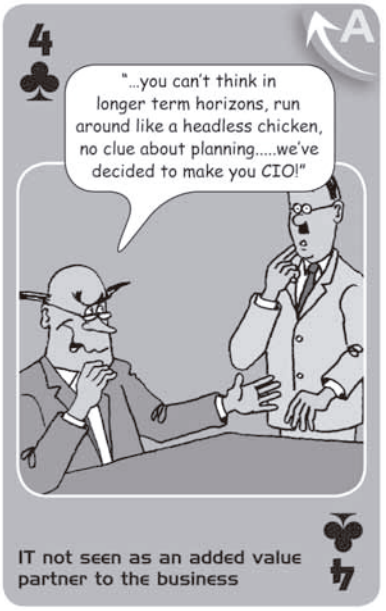
This is the one of joker cards from our new card game. Get all of your senior IT managers together in a room. Put this cartoon on the table. It is the CEO card from our game. Let each manager at the same time write down on a piece of paper what he KNOWS that the business is demanding as a result of applying ITIL. Not what he thinks. After five minutes, discuss the findings.

"Eh?"....
That is right. They say literally "Eh?". Then they say one at a time "I think what you want is..", ..."no, no I think what he wants is…" and they all call out something different. I then ask "have any of you bothered asking me what value I want?"
It usually goes quiet while they suddenly realize that they may **SAY** they are Customer and Service minded but none of them really have a clue what I as a Customer REALLY want. They THINK they know.

Still not convinced? OK here is the challenge.

If everybody came up with the same answer, and it is really what the business wants, then nominate yourselves to be a speaker at the nearest itSMF and tell everybody how you achieved this. If all the answers are different and you conclude you don't really KNOW then do something about finding out what it is the business wants. **This is another great attitude we have. We THINK we know what the business needs. And if we do not KNOW then what are we currently measuring?**

"The ultimate success of Service management is indicated by the relationship between Customers and Service providers". (ITIL V3)



Until we start gaining Trust and Credibility our relationship isn't one in which the business sees us as a strategic partner.

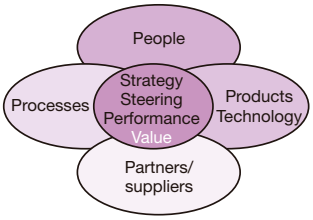
SERVICE DESIGN

Service design is all about the design and development of new or modified services and their related processes.… Now there is obviously some great value in this book, including some text about measuring. However, it seems to me, based upon experiencing many IT organizations in action, that IT people, especially the people at whom this book is aimed (Technogeeks; high-end technoids that understand technology and how it is applied), don't like to read books that don't apply to them, in fact they just don't like to read at all. What this means, as far as I can conclude, is this: they probably won't read the Strategy book, because that is for….well….strategy people. They will leap into the Service Design book and seeing as it has hundreds of pages (the thickest of the books for the people that least like to read) they will probably just give up and look at the pictures. And one of the first pictures they will see is the 'four P's'.

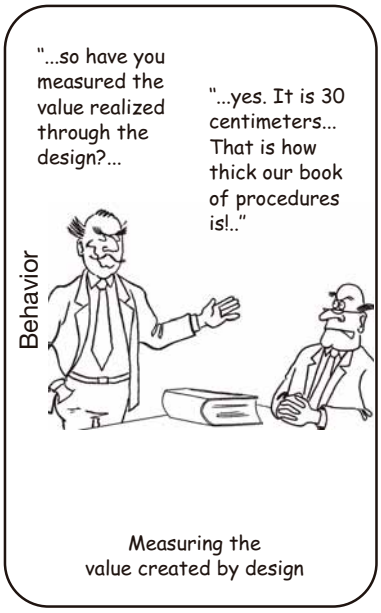
PPPP….P

"Many designs fail through a lack of planning and management….Preparing and Planning the effective and efficient use of the four P's". (ITIL V3)

People, Process, Product and Partner. It then struck me. We missed a 'P'. A bucket full of expert authors, an advisory group, a football stadium full of QA experts, missed a small power point ball that, when introduced in ITIL V2, received world wide QA acclaim as finally getting the point and being seen as added value. Indeed the service strategy book labored the point. ...the P for Performance (Value), the why. The people reading design probably won't read strategy, so they will miss this key practice. As we have already seen, more than 50% of companies, according to the Parity report, don't measure anyway so they won't notice they have missed anything, and, as I suspect most people will have failed the CEO challenge, they won't realize they have missed anything either, so we will design things the way we usually design things and measure them in terms we can understand……if we measure them at all.



We will probably fail to design processes to deliver and demonstrate value. We will probably design and deploy our processes and then say "what value can we deliver with these?".
Value should be the starting point. Before you change any of the other P's you should first go through the top P. That is why it is in the foreground. It should be in the foreground by ALL design teams.



Measuring the value created by design

Moving the Technogeek to the front line

Something even more frightening about the implications of service design is the role now given to the Technogeek. ITIL V2 enabled us to successfully implement the Service Desk and the single point of contact with the Customers. This has moved the Technogeek (the system specialists, and architects that speak in technobabble, or bits and bytes) even further from the end user and any form of civilized contact with the user community.
These people have gone back into the dark holes in which they live, surrounded by comforting, humming, whirring technology that doesn't need or expect any form of human social skills. These are people that probably wouldn't recognize a user in a police line-up. These are also, remember, the people whose delivery process capabilities are currently immature…..not that I believe that of course, it is simply the facts as confirmed by the compass report and the itSMF report and the slightly embarrassing cases I referred to in the section *Services that add value*. What will be the response when these people go knocking on the door of the business managers?

Case example: One large global industrial company moved application business analysts from the business into the IT organization. The IT organization had been busy with ITIL for five years. I asked one of the business analysts why. "Is this because the IT organization is now so mature you want the business people to learn about process-based ways of working?". After he stopped laughing and rolling around on the ground, he picked himself up and said "No, it is because we want to teach them how to be more customer-focused and discuss in business terms instead of technology focus and technology terms". This was an example of strategic leadership. Making a strategy decision aimed at breaking down Attitude, Behavior and Culture issues. I wished him luck and declared that knowing the IT world I suspect that the technoids will corrupt the business analysts. I played an Apollo simulation with this group and during the session we reflected on the new ITIL publications and the problems they attempted to address. The business analysts said "We need to read Strategy, Design and Transition", the IT techies said "We need to read Design and Transition",

We are now moving these Technogeeks to the front line. To talk to business users and business managers in business terms!!!! I can just see the business greeting them enthusiastically as strategic assets, strategic business partners.

proving my suspicion that small groups will pick and choose books, failing to gain the overall "Service lifecycle" concept, and failing to make the link with business value.

Survey results: First ever ITIL V3 survey…..without knowing it

I just want to share with you the unintended first ITIL V3 survey without even knowing it. What do I mean? We have played literally hundreds of Apollo 13 – business simulations with 1000's of IT organizations. In this simulation, participants get to design and deploy their own ITIL or ITSM best practice processes in order to realize a set of Key performance targets. In fact, these targets represent UTILITY and WARRANTY demands from the business. Indeed the Business Customer and Business User roles are also in the simulation so that the team can learn to interact with these stakeholders and can see how these stakeholders react when the processes don't add value, or the team don't display a Customer or Service minded Attitude or Behavior. It is a great way of confronting people with ABC issues.

We captured the key learning points that people discovered as critical success factors for successfully designing and deploying ITSM best practices. These learning points confirm two of the messages I am attempting to stress in this article. First of all let's look at the results and then I will tell you which messages they confirm.

% named as key learning point	P	Key characteristics
4.6	Partner	• Manage the end-to-end supply chain • Steer the suppliers • Clear agreements and targets for suppliers
6.5	Product	• Tooling to: - automate the workflow - provide configuration insight - support knowledge sharing - enable reporting and decision making
17.1	Performance	• Dashboard and KPI's to steer and to demonstrate success • Effective priority and escalation mechanisms at all levels between business and IT • "Explicit" agreements known to all • Translate KPI's into process design and agreements and accountability
27.6	Process	• Defined, documented, deployed, demonstrated processes • Process management • Apply continual service approaches to processes
44.7	People	• Clearly defined and embedded tasks, roles, responsibilities and accountabilities • "Act" Customer focused, not just "Say" customer focused, walk-the-talk • Team working and removing SILOs and barriers between departments • Conscious, managed communication lines at all levels, internally and externally • "Address the soft issues" • Personal ownership and accountability

Key learning

These are the results. First, they confirm that 17% finally learned that KPI's and value are important. You need to KNOW this and then translate it into process design. The Service Design 4 P's has now undone all our good work of stressing the 5 P's. Leaving people to design processes for the sake of processes if we are not careful.
But more importantly it shows that everybody learns the importance of People as a strategic asset and how to ensure that People become a strategic asset. This, I think, should also reflect the amount of energy, effort and attention on people in any ITSM design initiative. Check your ITSM projects. How much energy, effort and attention is given to this? And how much is dedicated to the "Framework or harder aspects" such as Process designs and frameworks, Tool design and implementation. Is there a good balance?

SERVICE TRANSITION

Once again….I will not go into detail about Service Transition and the typical, traditional ITIL processes…..I want to focus on the bits that I think are particularly relevant to the People issues and the ABC issues.

Throwing it over the wall

Throwing it over the wall has been a core competence for years in the IT world. So far too little attention has been paid to Applications management. Testing with the business, with applications, with IT operations. We have failed to convince Applications departments to buy-in to ITIL so far, will ITIL V3 suddenly convince them that this is the answer to their problems…… How many were able to write from an understanding and perspective to get these people on- board, to buy-in to ITIL and finally align IT and IS worlds in a common cause. End-to-end value for the business. There is a chance, albeit remote of course…….that we will fail to get buy in from AM.
Indeed the BITA planet report I mentioned previously, with Culture as number 2 on the list, also stated that number 1 on the list is "developing and maintaining a well-controlled build, test and release cycle". So aligning all the players is crucial.

Knowledge management

One of the new processes, much welcomed by me, is knowledge management. The focus of Service Transition is "in relation to New and Changed services……", what about on-going services, who is responsible for that? Such as new employees entering an existing IT organization? The great mass of existing technoids that currently deliver service? Which process or book will ensure these people get injected with knowledge and brain-washed into culture etc… Each of the silos, having read their own lifecycle book, will look at each other and say…."It's not in my book. I'm not responsible".

I see a common worst practice that still hasn't been resolved. We have had implicit knowledge management practices within old ITIL, such as problem management, and have generally failed to grasp the attitude and behavior required for knowledge management. Look at the examples below. I was going to remove these cartoons as I have had them in my presentations for so long they must have been resolved by now. However at a recent presentation a manager came up to me and said they recently experienced embarrassing,

costly downtime to financial systems because the KEDB simply had a work-around of "solved" typed in, and the incident occurred again. They spent time reinventing the work-around.

I suspect that because knowledge management is an unknown term in many IT organizations they won't know what to do with it. When ITIL V3 gets deployed and, after all the well known processes have been allocated and claimed by managers, knowledge management will be left over and will be delegated to somebody with not enough responsibility or authority for making it work. As a result, it will be ignored in much the same way as problem management and ensuring the Known Error database is up-to-date and adds value.

Knowledge management, together with good skills and competence development, should be amongst the key processes, key success factors in turning "People" into a strategic asset. This means initiatives within the organization and initiatives from the training and certification bodies to facilitate this. As I have already said in my observations on strategy, and I will repeat it here: I blame the certification bodies and the focus on "certificates", not what you DO with ITIL. Which part of ITIL V3 is going to break through this? Whose job is it to break down these internal and external barriers?

Design and Transition must work together to ensure that the People aspects are adequately addressed as well as gaining buy-in and dealing with resistance.
So far we haven't managed this so well, whose job is it to make this happen? And how are these people to be facilitated?

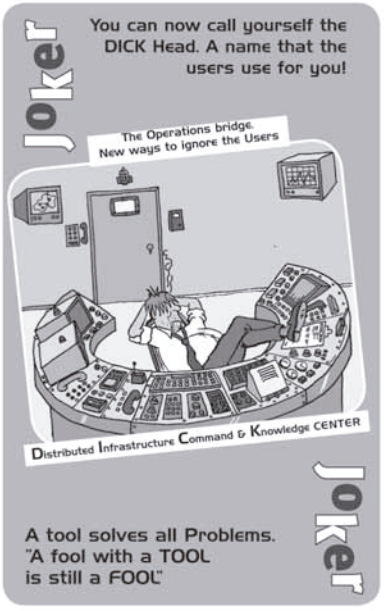
SERVICE OPERATION

Service operation covers the traditional processes we are familiar with, but now also incorporates some of the bits of the old infrastructure management book that nobody read, once again because it wasn't part of any examinations or certification scheme…..and it was written for technoids whose motto is "why read the manual when we can simply test it, break it and show our expertise by fixing it?". I can say this because I used to be one and that is how we behaved; and when I speak to my old colleagues who are now managers of technoids they say little has really changed.

The Operations bridge

The only element of the operations book that I want to focus on is the bit about "The operations bridge". This is a very dangerous development. We have been trying for ten years to break out of the "Technology" culture. "A tool solves all problems". We characterized this is our first book by "A fool with a tool is still a fool". A smarty-pants supplier then said to me "A fool with a tool is still a fool". "Yes", I replied, "but then he still has his money to invest wisely.....instead of buying something that doesn't meet his needs".

"The operations bridge". A sexy sounding name that sounds like something out of Star Trek. Techies are probably also Star Trek fans, so this will appeal to them enormously. They will create "Command and Control centers" (military sounding and macho) or "Mission control Bridge" (Futuristic, high-tech, scientific sounding and VERY IMPORTANT). These are basically large areas filled with blipping, bleeping, flashing lights and consoles with multi coloured display screens you can proudly show off to visitors. Here below is an example. It is called the "Distributed Infrastructure Control & Knowledge (DICK) center". The IT operations manager who was head of this center could now proudly live up to the title already informally used to refer to him in the business community "Dick head". These people will lock themselves away, ignoring processes and procedures and declaring "see we told you all we needed was a good tool".



So the tool providers will leap onto the ITIL V3 band wagon and say “we told you all along…. all that nonsense about processes….we knew that wouldn’t catch on…..there’s nothing that a good (and EXPENSIVE) tool can’t solve”.

I will now upset the tool suppliers by telling you how you can select a supplier. Simple. Use ITIL V3. Ask them to show you their vision on ITIL V3 and how they will ensure…People, Process, Partner, Products aims at realizing your Performance needs…..If they haven’t already come up with a set of service offerings to help embed this in your organization, or a set of partner agreements then I say dump them…..harsh I agree but they have had ten years to align themselves with ITIL V2 people, process and technology, so they should have got their act together by now….

CONTINUAL SERVICE IMPROVEMENT

In my view this should have been the first of the ITIL V3 publications to be distributed. This is where we have been going wrong for the last ten years. We could have then waited six months before releasing the rest of V3. That way all our collective energy would have gone into doing what we should already have been doing with ITIL V1 and V2 - using it for continual improvement. Unfortunately our use of ITIL deployment has been characterized by Plan, Do, Stop……once again I use the scientific research method of “this is a really popular cartoon that people say ‘how true’ to confirm the validity of this statement”, so it must be true.

What I suspect will happen is that we will probably forget this book, or leave it till last. Let’s go for the sexy sounding one like Service Strategy, The technogeeks will go for the Service Design book, the project staff will go for Service Transition, the technoids will just buy the Service Operations book……anybody left over who nobody wants to talk to, or nobody listens to will be given the CSI book and will be totally ignored by everybody else. CSI will be seen as a “nice-to-have” that we’ll do later. We will then fail miserably with the other four books because we haven’t fixed the ABC issues and nobody has told us how to anyway, then we will run out of time, energy, effort and money and will leave this one again….and of course blame ITIL. Then CSI really won’t mean “Continual Service Improvement”, it will mean “Crime Scene Investigation” as we try to determine who is guilty of killing ITIL V3 whilst the authors are busy making ITIL V4…..everybody happy, apart from the business. But then again, what have they got to do with ITIL anyway?

WHAT ARE OUR BEST PRACTICES

What is the most important instrument to solve these problems?

I ask this question at the presentations I give. People call out "Tools", "Assessment", "Process", "maturity model", "Training". I then say "YOU!". **YOU are the single most important instrument for change**. YOU are the people listening to this presentation or, in this case, reading this book. YOU are the ones that will recognize the relevance to your organization, no-one else! The Employees, Managers, Directors are not reading this. They will not see or feel the need to change. Unless YOU become a change agent, unless YOU start behaving differently after reading this, nobody else will. They haven't broken the ABC dilemma in the last ten years, why should they suddenly start now? If YOU don't, then I will be back again in ten years time giving exactly the same presentation and getting exactly the same responses.

Which framework should we adopt V2 or V3?

Don't focus on the framework. As a business user I really don't care which framework. I also don't particularly care if you call it "processes" or "services". All I want you to do is behave the way you should given the fact that you are in charge of critical IT. Focus on the desirable behavior that the framework hopes to bring about, focus on the "Attitude" and the "Culture" that is preventing this and causing undesirable behavior. Whenever you go to the next presentation or IT conference and the speaker asks "Any questions?", put your hand up and say "Great story, but what about the ABC?", and see what the answer is.

If you really can't live without a framework model on your desk or on your wall to make you happy, if you think you will get withdrawal symptoms by not having your daily fix of framework then use the MOTHER of all frameworks as a comfort blanket. Put it on the wall together with the ABC cards and ask people, "where are we with our ITIL framework adoption?". Use the ABC cards in your organization and get people to select a "WORST PRACTICE" cartoon that you think YOUR users would select to describe your IT organization. Better still ask the Users to choose one!

Leadership

Become a leader. Yeah! Yeah! Easily said, another container word, another term from "bullshit bingo". Right? Wrong. Leadership is one of the single biggest barriers to making ITIL work. What did Gartner say about this.

"During the next two years **leadership** will be the most important IS capability which will determine IT success… However, there are formidable challenges in the form of **internal leadership deficiencies** and senior executives who fail to recognize the need for strong leadership. Many IT leadership teams are poorly equipped to face the next two years."

In the best practice yearbook two years ago, three top Netherlands CIO's were asked about governance and about bringing IT under control. They were successful, they were asked for their advice, how did they do it. They all three stressed Leadership, without Leadership they said change programs have a habit of grinding to a halt.

OK so what is Leadership? What is the difference between management and Leadership? Leaders inspire, help motivate and create change….Leaders make change happen, Leaders set direction and goals, create shared direction, Leaders walk-the-talk, managers manage things and keep things going. To make the type of behavior change required with ITIL leadership is required.

Still the most popular cartoon.
Many operational staff say this describes their managers approach to adopting ITIL.

DEMAND MANAGEMENT

I suggest strongly that we give a new meaning to demand management. Any customer thinking of purchasing any form of ITIL training or hiring in any form of ITIL consulting, change your selection criteria for suppliers. “Demand” that they specify which form of ABC training they offer, or “Demand” they explain which consulting approach (or preferably track record) they have in addressing ABC issues. If you have already played the ABC card game get them to tell you how they propose to solve the issues. Refuse to add any training or consulting company to your shortlist if they cannot demonstrate a commitment to providing an ABC solution. This way we will finally “Demand” that the suppliers change their offerings to finally help us resolve the biggest barriers to successful ITSM deployment.

What should we do next?

Start using the ABC cards or cartoons. I mean it. Place the cartoons up on the walls in various offices, or on notice boards. Leave a card lying around on desks. Use a cartoon at the start of a presentation and ask “Who is saying what to who?”, or “If I showed this to our users what would their reaction be?”. Use the cartoons to start discussions. Get people to recognize and agree which of the worst-practice ABC issues apply to YOUR organization. Discuss some real actions you can take to address them, identify what type of leadership and commitment is needed to break down these ABC practices.

CONCLUSIONS

We keep adopting these frameworks and we keep trying to “implement” them. However, we fail to address the desirable behavior that these frameworks attempt to bring about. More often than not it is attitude, culture and undesirable behavior that are the reasons ITIL initiatives fail. I do not think that ITIL V3 will break through the current worst practices. Firstly the worst practices need to be addressed, then we can adopt ITIL V3.
Unless we change our management style (leaders that understand softer issues) and

enhance the traditional ITIL certification and training offering to include how to address ABC, then I will be back again in ten years time with the same presentation about the shift over to ITIL V4.
But, more importantly, YOU must be the instrument that will bring about behavior change through effective leadership. YOU should only select ITIL training companies that can also offer some kind of ABC training, YOU should only select consulting partners that have a vision and can demonstrate case studies showing how they tackle the ABC issues. This will help ensure suppliers of ITIL training and services change their own attitude and behavior to support and enable customers. YOU must make the ABC issues a real ISSUE in YOUR organization and ensure that something is done about it. If YOU do not put this book down and start behaving differently, breaking down the ABC, then nobody else will do it for you. The first thing you can do is take a look at the ABC card set and identify which of the worst practices are identifiable in your organization. Use the cards with other managers in your organization and discuss the findings, use them to prioritize and target ABC issues that need resolving. Good luck.

I have been spouting on about worst practices throughout this article, so I have asked Jan Schilt, my partner in GamingWorks, and also director of his own "best practice" consulting company, to explain ABC from a more serious perspective.

The meaning of Attitude and Behavior is crucial. In all of my process improvement projects the key success factor has been the way in which employees, managers and senior management adopt the new way of working. That is why every project starts with creating the buy-in and commitment of senior management. In this phase it is crucial to develop a shared view on the desired behavior with the whole team. Senior management and management need to demonstrate and develop desired behavior in all layers within the organization. How can you expect employees to be proactive if management shows reactive behavior?

Another critical aspect which needs continual attention is the way in which you deal with resistance. Resistance is often seen as negative energy and the first reaction from consultants or managers is fighting against it. My approach is different. Don't fight against it, give it attention! Resistance is an act of behavior. Behind this behavior lies the reason why this person acts the way in which they do. As an agent for change, your approach should be to explore this. Example: There is an instruction to start registering all time spent on incidents. One of the employees says: "I don't see the need to do this, this is just a waste of time, I'm out!". The immediate reaction is often to explain why you, as a consultant, know that it is valuable. However, if you explore this reaction and ask: "Tell me, why do you think this is a waste of time?". "Well, there are much better ways to control people!". With this last sentence it is obvious that his reaction comes from the idea that this is all organized to control people. Now you have something to work on.

Don't forget that working on Attitude and Behavior will take a lot more time than just "implementing" the processes. Developing desired behavior means that the attitude of people needs to change. This is NOT the work of the consultant but this is the responsibility of management or senior management. The consultant can only help. The ABC of ICT(tm) will support employees, management, senior management and consultants to develop the desired behavior and increase the ITSM performance.

Jan Schilt MsC HRD
Learning Works BV – Netherlands

Paul Wilkinson *(The Netherlands) has been working in the IT Industry for more than 25 years, fulfilling a wide variety of roles from Computer Operator, to Systems manager to IT Services manager. Paul is director and owner of Egor Productions, the company that produces the worst practice books and cartoons such the itSMF "Worst practice" publication "IT Service management from Hell".*
Paul is also co-director and owner of GamingWorks, the company that developed the internationally renowned "Apollo 13 – an ITSM case experience" business simulation game.

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