

THE **BREAKTHROUGH** SERIES

from
**Thought
Rock**



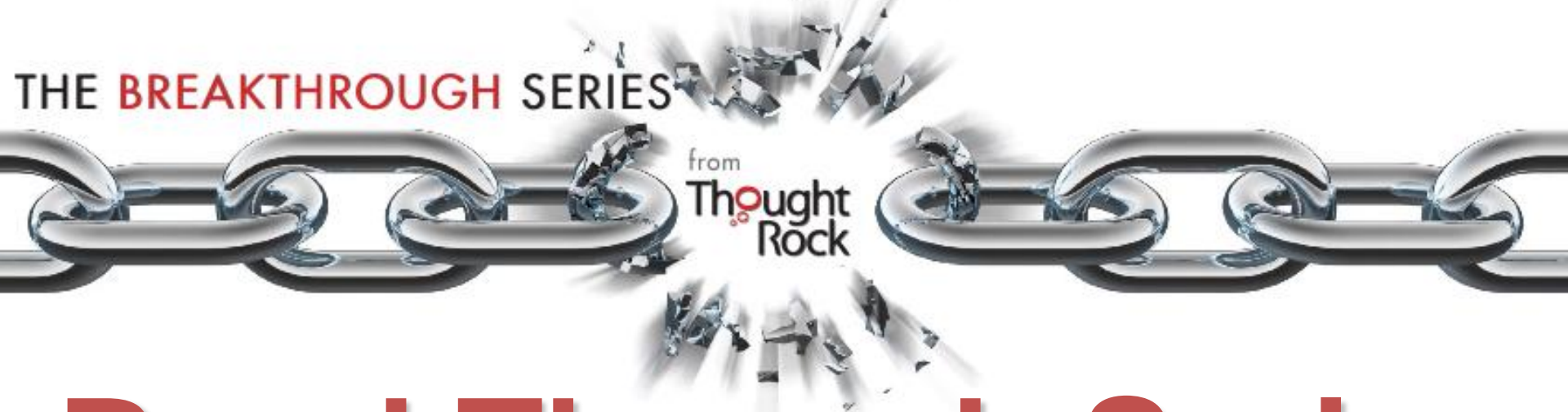
Graham Furnis
Senior Consultant,
Bwyze Solutions

Making a Case for Problem Management

This presentation discusses the scope and definition of problems and how we manage them, and presents suggestions to justify a Problem Management in relation to other ITIL process areas.

Key Learning Nuggets:

- Understand the goals and scope of Problem Management
- Review justification approaches in relation to other ITIL processes



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Making a Case for Problem Management

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Common Complaints against Problem Management

- We have no time - there's too many Incidents, Requests & Changes to manage!
- Problem Management isn't getting better at solving issues!
- We have Problem Management and nothing has changed!
- What's the payback for this?



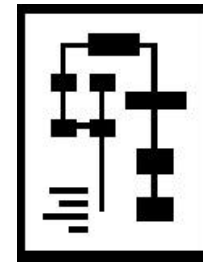
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Start with Problem

Scope, Goals and Objectives

- Scope of IT Service Management
 - Technology
 - IT Services
 - Processes
- Primary goal and objectives:
 - Identify and eliminate recurring incidents
 - Minimize the impact of incidents that cannot be prevented
 - Prevent problems from happening



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How do we choose a start point?

- Go where the pain is...
 - People and management understand pain!
- Where are your biggest pains?
 - Technology
 - IT Services
 - Processes
 - Incident Management?
 - Release Management?
 - Change Management?
 - Service Level Management?



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The Incident Management Improvement Approach

- Formalize what's already being done in Incident Management
 - Find recurring incidents and symptoms
 - Determine common workarounds
 - Share knowledge (the KEDB concept)
 - This involves trending techniques and skills
- Problem Management is justified with shortened Incident resolution times and fewer Incidents

Incident

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The Major Incident Improvement Approach

- This also formalizes what is already being done for Major Incidents
 - All Major Incidents should be investigated for root cause to ensure they do not happen again
 - This involves project management of skilled teams to find what really happened and fix it
- Problem Management is justified by providing business assurances of non-repeat Major Incidents

*Major
Incident*

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The Release Improvement Approach

- Releases introduce bugs all the time...
 - Testing and quality assurance practices are all about preventing Problems from happening in the first place
 - This involves testing and problem solving skills
- Problem Management is justified by improving the quality assurance of releases deployed into the production environment

Release

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The Change Improvement Approach

- Changes fail all the time
 - All significant Change failures should be independently investigated
 - This involves research and problem solving skills
 - This type of problem solving must be holistic...
 - What technical issues caused this failure?
 - What process and procedure issues caused this failure?
- Problem Management is justified by reducing change failures through process and procedure improvement

change

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IT Service Complaints and Improvement Approach

- IT Services receive complaints all the time...
 - All significant complaints should be independently investigated
 - This involves research and problem solving skills
 - This type of problem solving must be holistic...
 - What technical issues caused this failure?
 - What process and procedure issues caused this complaint?
- Problem Management is justified by improved customer satisfaction

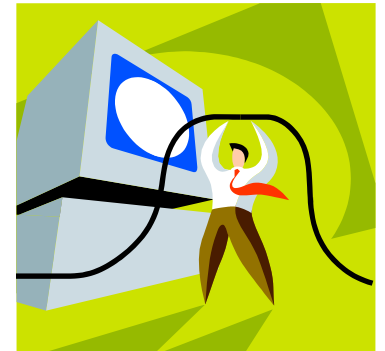
service

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The Scope of Problem Solving

- Problem Solving and Problem Management is about investigating and solving IT problems.
- To have real value and justification, think about integrating Problem Management to other ITIL processes as well as Incident

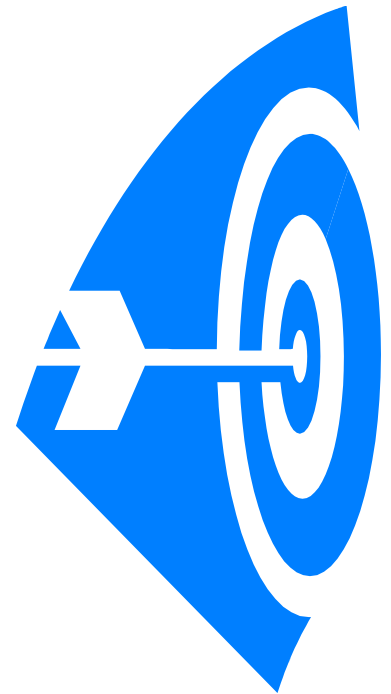


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Get Good; then Get Fast

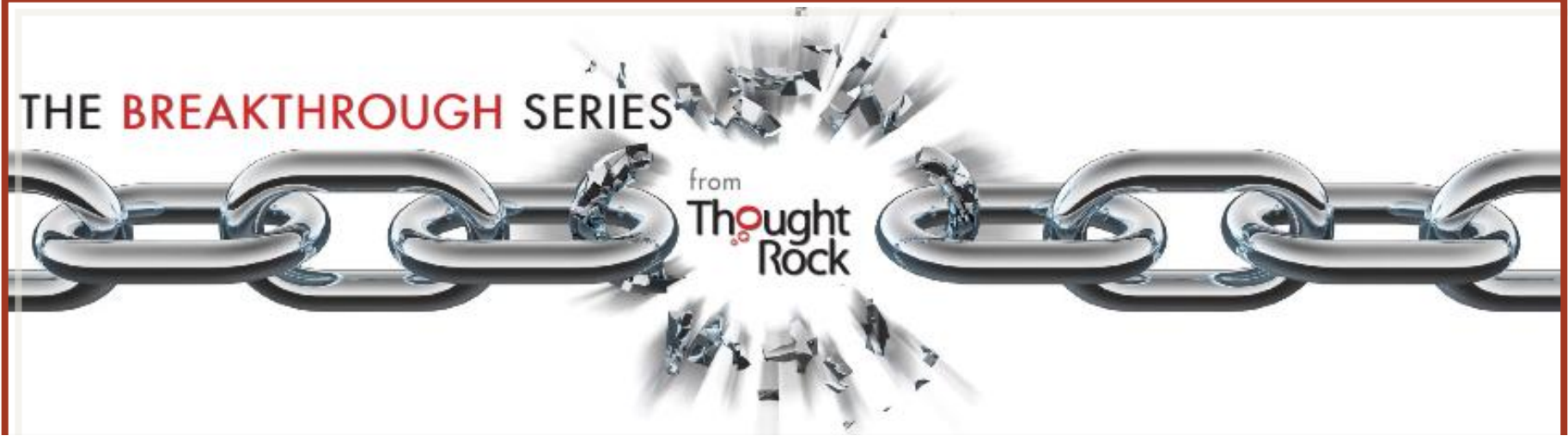
- Problem Management needs to deliver Problem Resolutions
 - Key Performance Indicators include
 - How many Problems have we investigated?
 - How many Problems have we resolved?
 - How good are the resolutions?
- Problem Management needs to be good at:
 - Project and cross-functional team management
 - Prioritizing problem investigations
 - Promoting good problem solving practices



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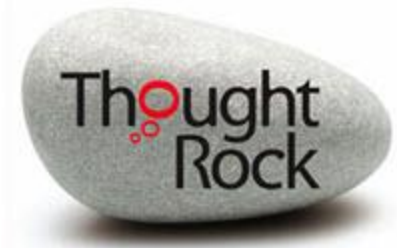
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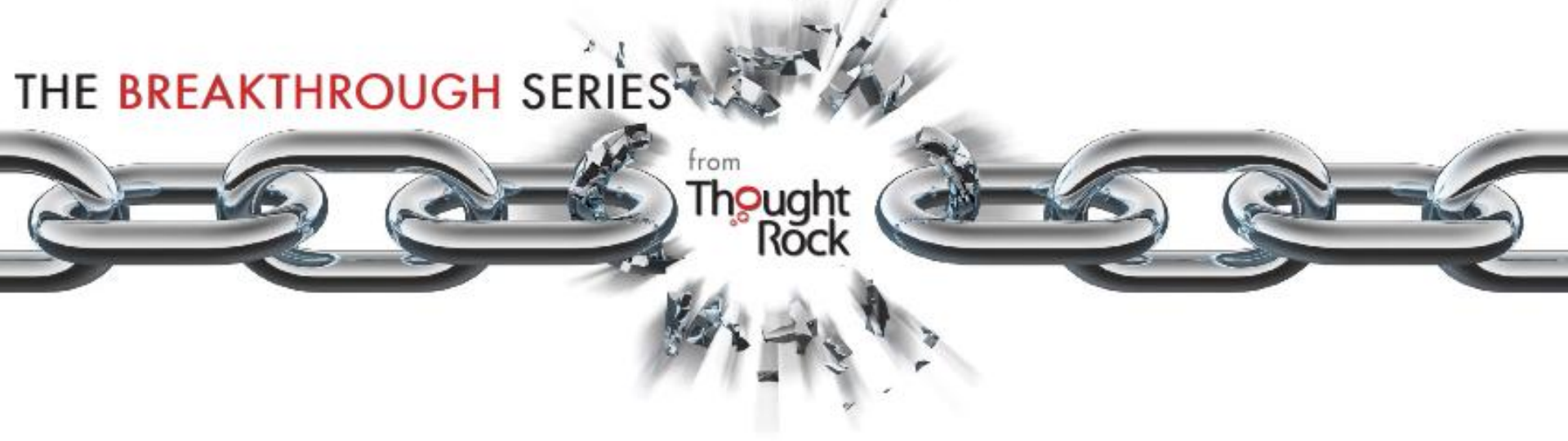
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