Thought Rock

A PRACTICAL APPROACH TO IMPLEMENTING ITIL
Presented by Mike Hoevenaars, ITIL Consultant.

Implementing ITIL, and moving your organization to a new level of process maturity, takes significant time and organizational support. CSI talks about the 7 step improvement process and the knowledge spiral, and tells us that by making our process improvement projects goal centric, rather than process centric, we will ensure we are focusing on the "right" projects for improvement. Process changes are to be a "means to the end", not the objective by itself.

Key Learnings:
1) See how a Problem Solving tool can scope & prioritize your efforts
2) Link the PS process into CSI's 7 step improvement process and the knowledge spiral
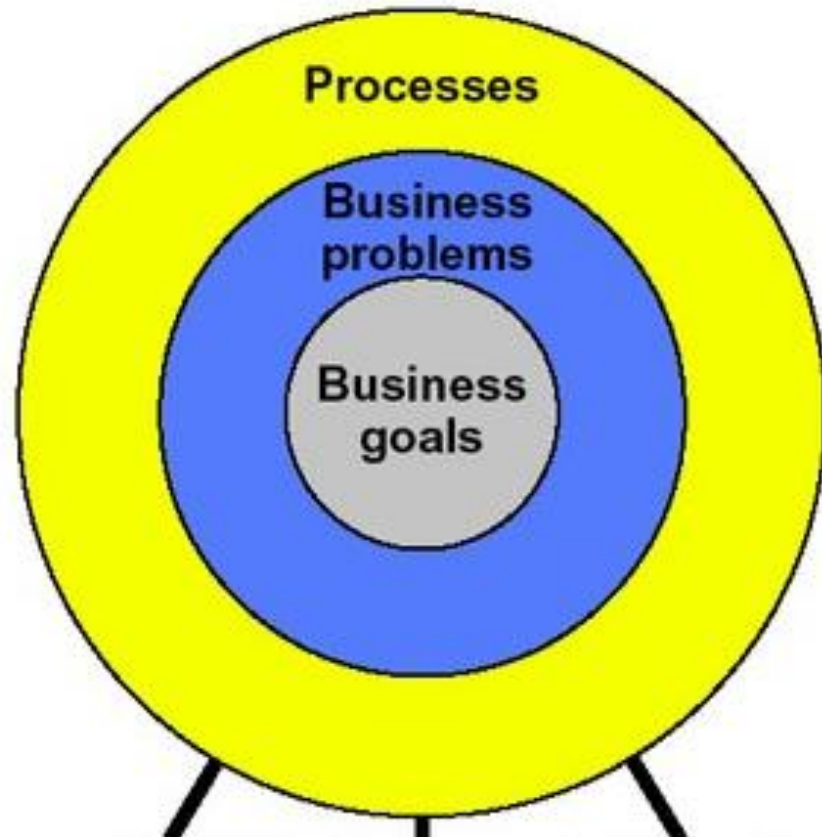3) Use Problem Solving mindset to visualize your your long-range strategy
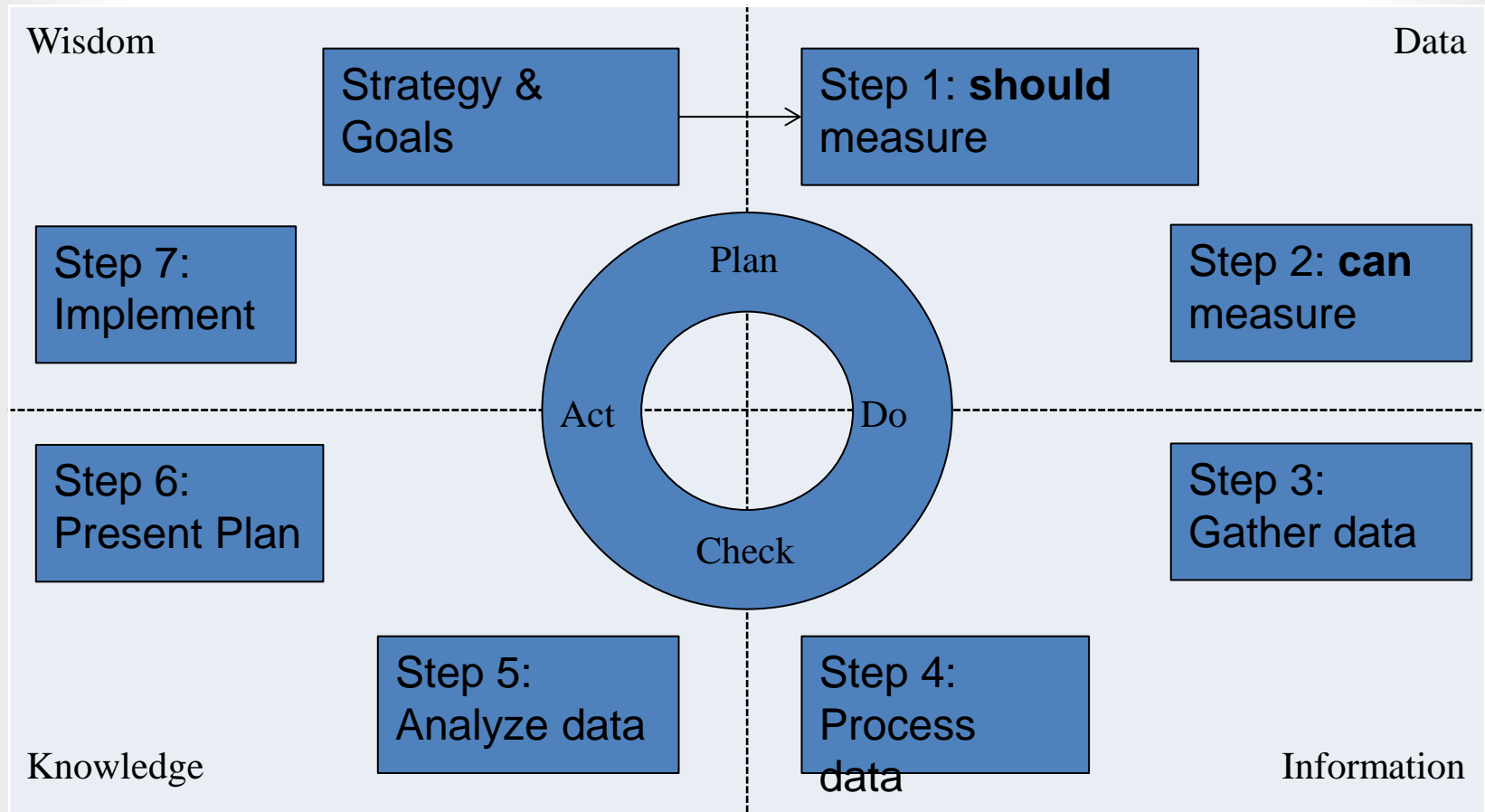
Mike Hoevenaars
ITIL Consultant

A Practical Approach Implementing ITIL
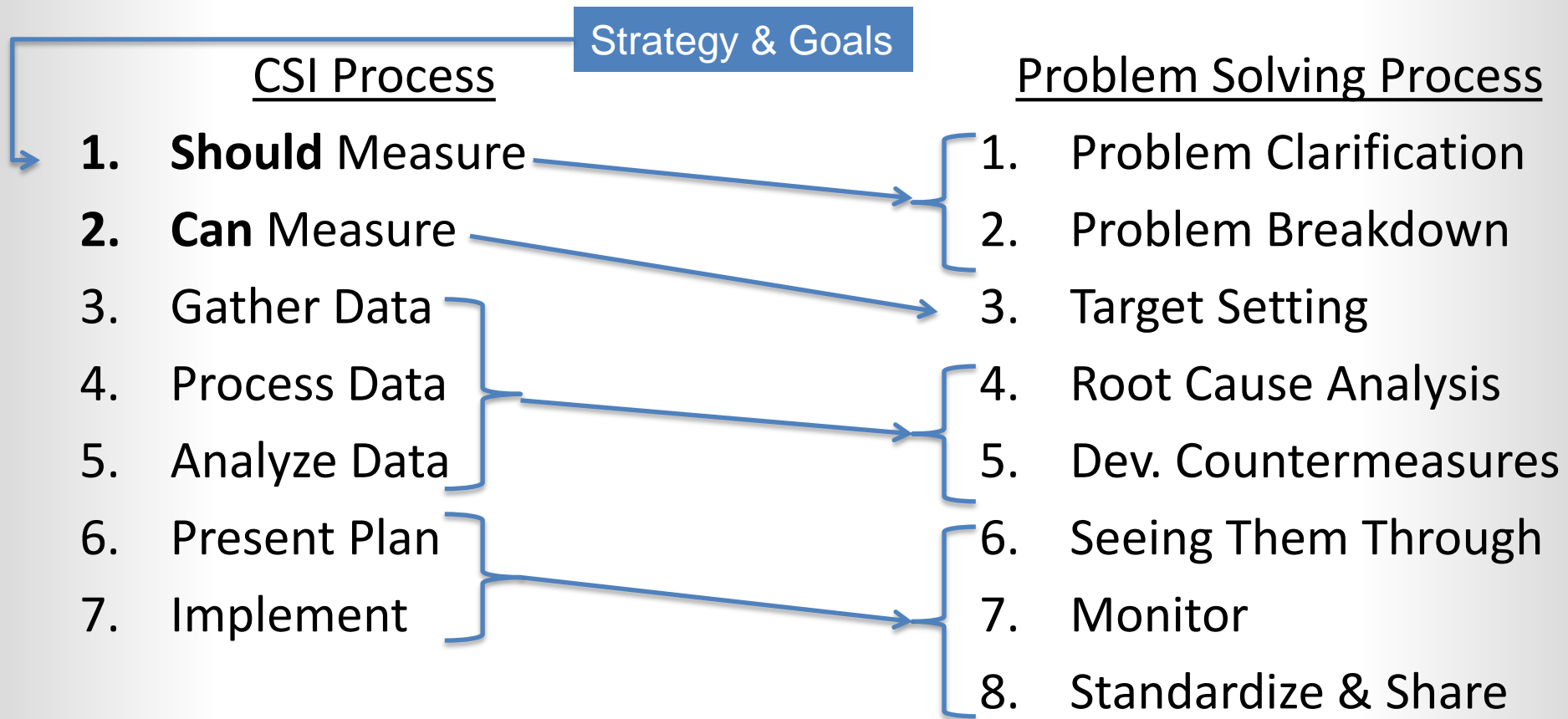
Goal-problem-centric improvement

Goals and problems can be used to **scope** and sequence the improvement effort

The 7 step Approach to CSI
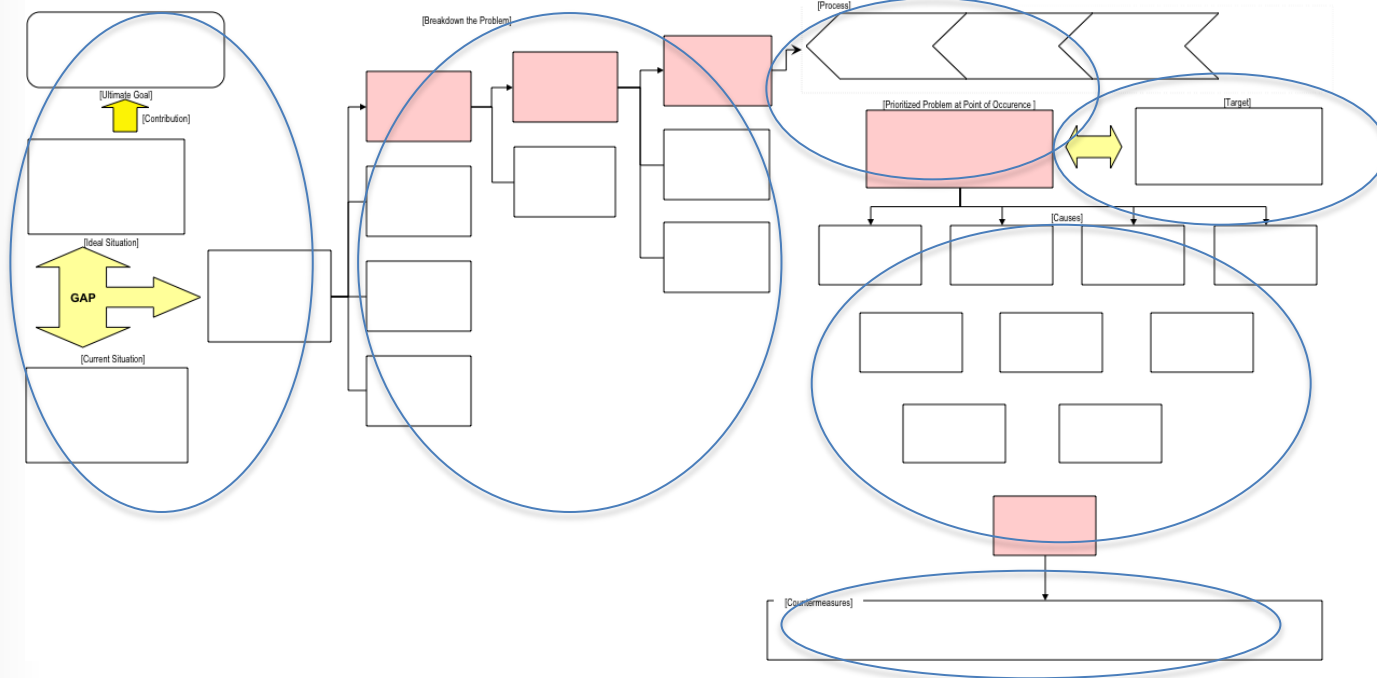
Wisdom

Data

Strategy & Goals

Step 1: **should** measure

Step 7: Implement

Plan

Step 2: **can** measure

Act

Do

Step 6: Present Plan

Step 3: Gather data

Check

Knowledge

Step 5: Analyze data

Step 4: Process data

Information

CSI and Problem Solving Aligment

Strategy & Goals

CSI Process

1. **Should** Measure
2. **Can** Measure
3. Gather Data
4. Process Data
5. Analyze Data
6. Present Plan
7. Implement

Problem Solving Process

1. Problem Clarification
2. Problem Breakdown
3. Target Setting
4. Root Cause Analysis
5. Dev. Countermeasures
6. Seeing Them Through
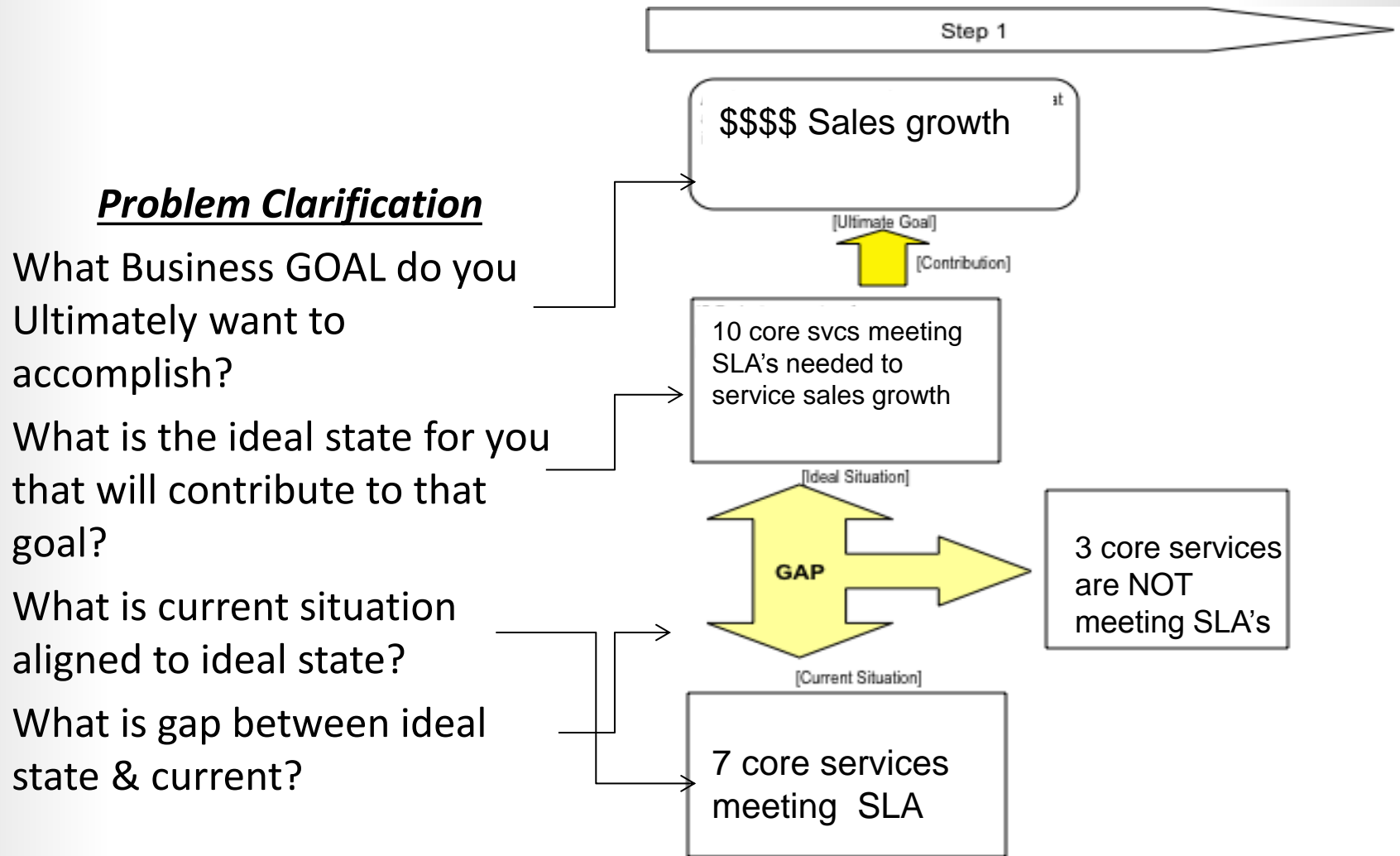7. Monitor
8. Standardize & Share

The Problem Solving Flow Chart (PSFC)

1. Problem Clarification
2. Problem Breakdown
3. Target Setting
4. Root Cause Analysis
5. Developing Countermeasures
6. Seeing Countermeasures through
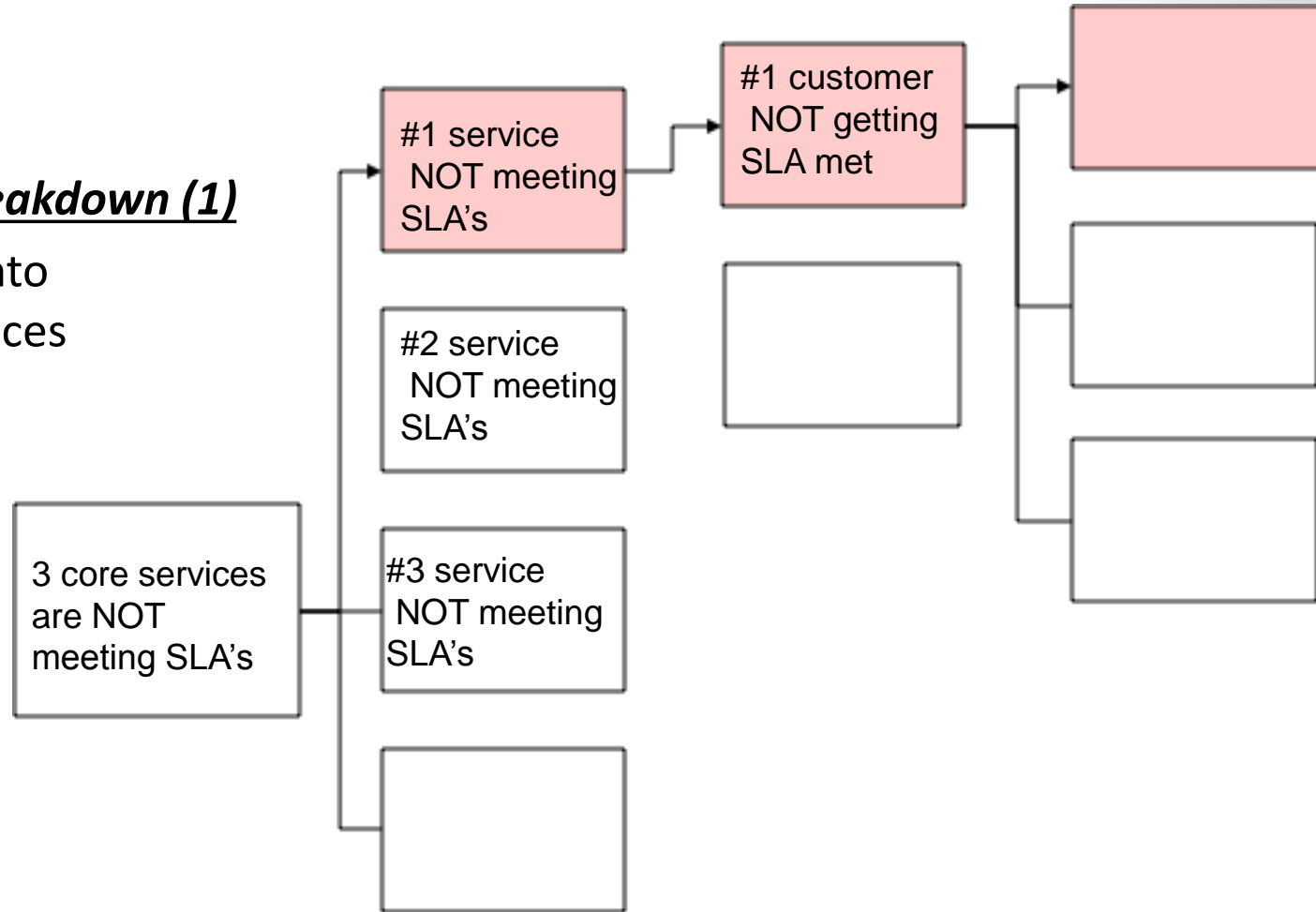7. Monitor Process & Results
8. Standardize & Share

Step 1 Problem Solving Process

Step 1

$$$$ Sales growth

[Ultimate Goal]

[Contribution]

10 core svcs meeting SLA's needed to service sales growth

[Ideal Situation]

GAP

3 core services are NOT meeting SLA's

[Current Situation]

7 core services meeting SLA

Problem Clarification

What Business GOAL do you Ultimately want to accomplish?

What is the ideal state for you that will contribute to that goal?

What is current situation aligned to ideal state?

What is gap between ideal state & current?

Step 2 Problem Solving Process

Problem Breakdown (1)

Break the gap into manageable pieces

Prioritize them

	#1 service NOT meeting SLA's	#1 customer NOT getting SLA met
	#2 service NOT meeting SLA's	
3 core services are NOT meeting SLA's	#3 service NOT meeting SLA's	

Step 2 Problem Solving Process

Problem Breakdown (2)

"Go see" the process

Find the point of occurrence

[Breakdown the Problem]

[Process]

work at point Y

[Prioritized Problem at Point of Occurence]

#1 service with #1 customer NOT getting SLA met when doing work at point Y
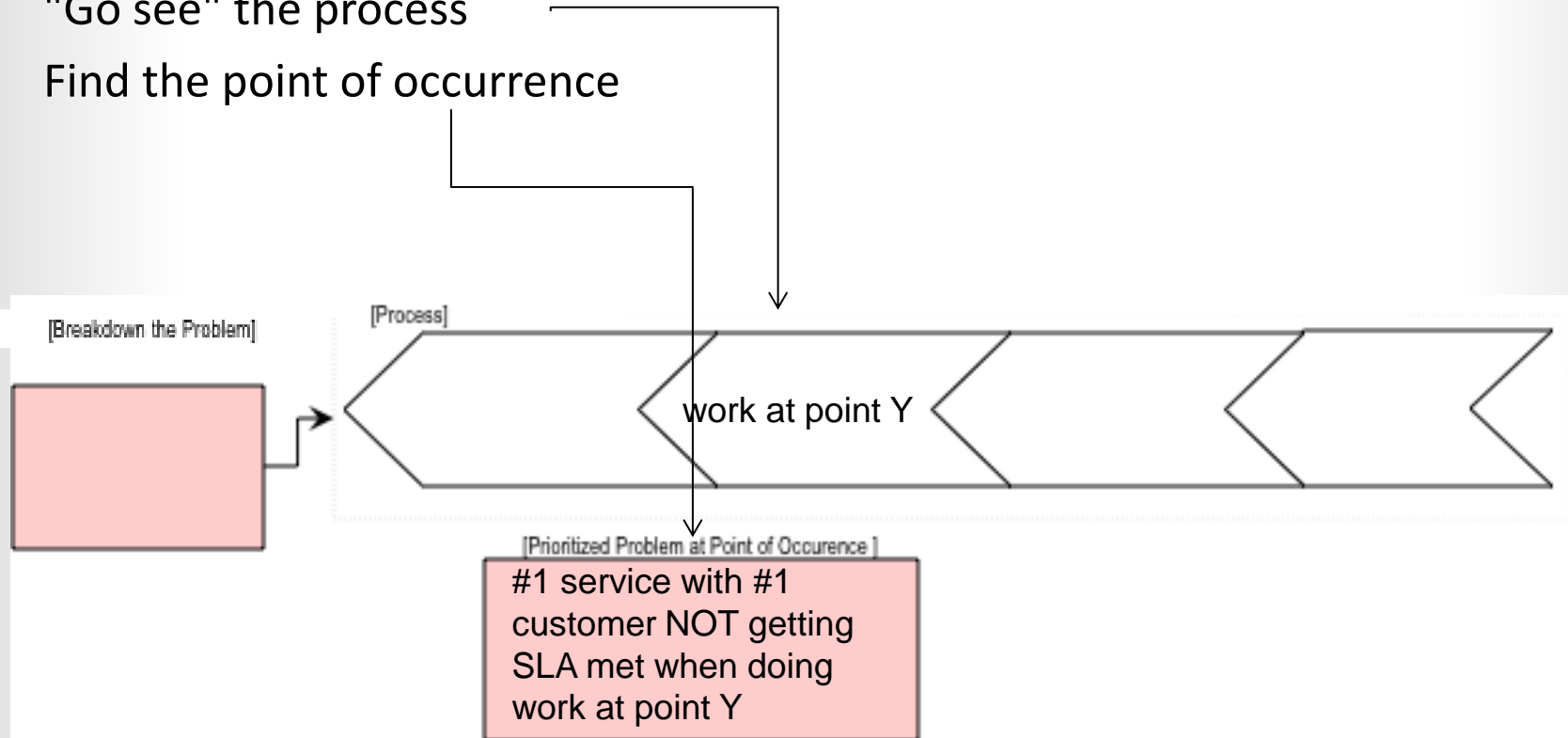
Step 3 Problem Solving Process

Target Setting

How much, by when, set to
point of occurrence

[Prioritized Problem at Point of Occurence]
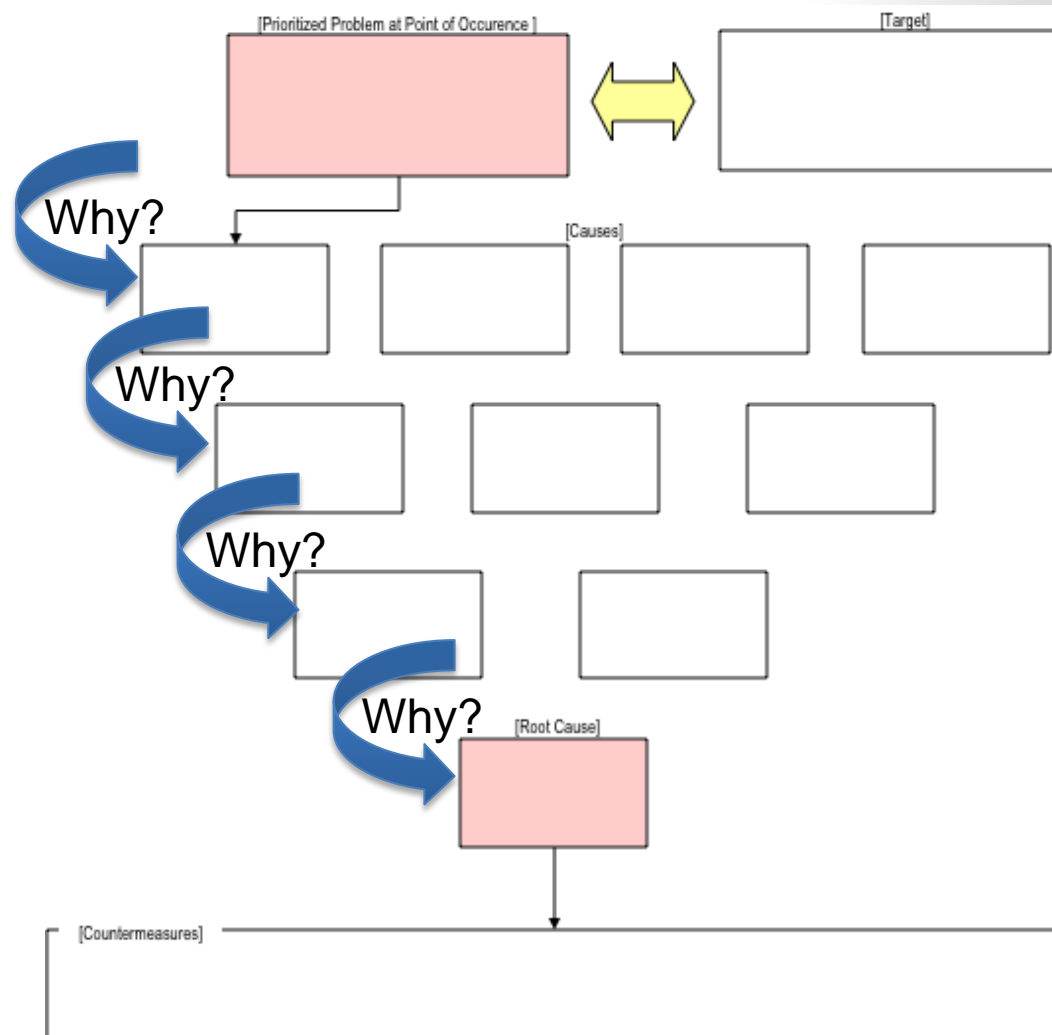
[Target]
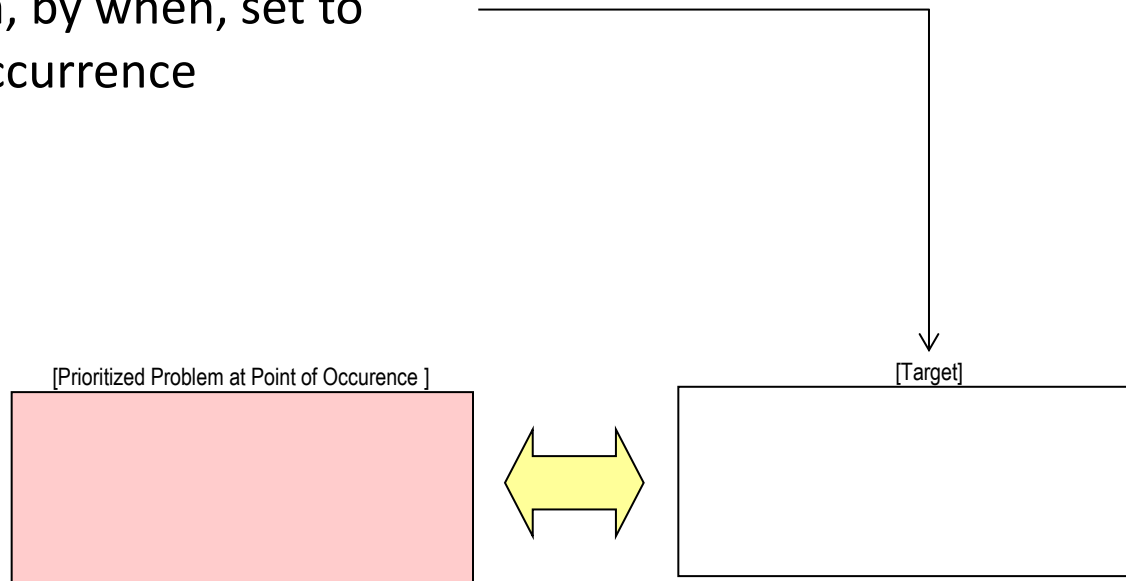
Step 4 Problem Solving Process

Cause Analysis

Potential Causes

Investigate/verify at gemba

Establish cause and effect

Ask Why (x 5)

Select root cause(s)

[Prioritized Problem at Point of Occurence]

[Target]

Why?

[Causes]

Why?

Why?

Why?

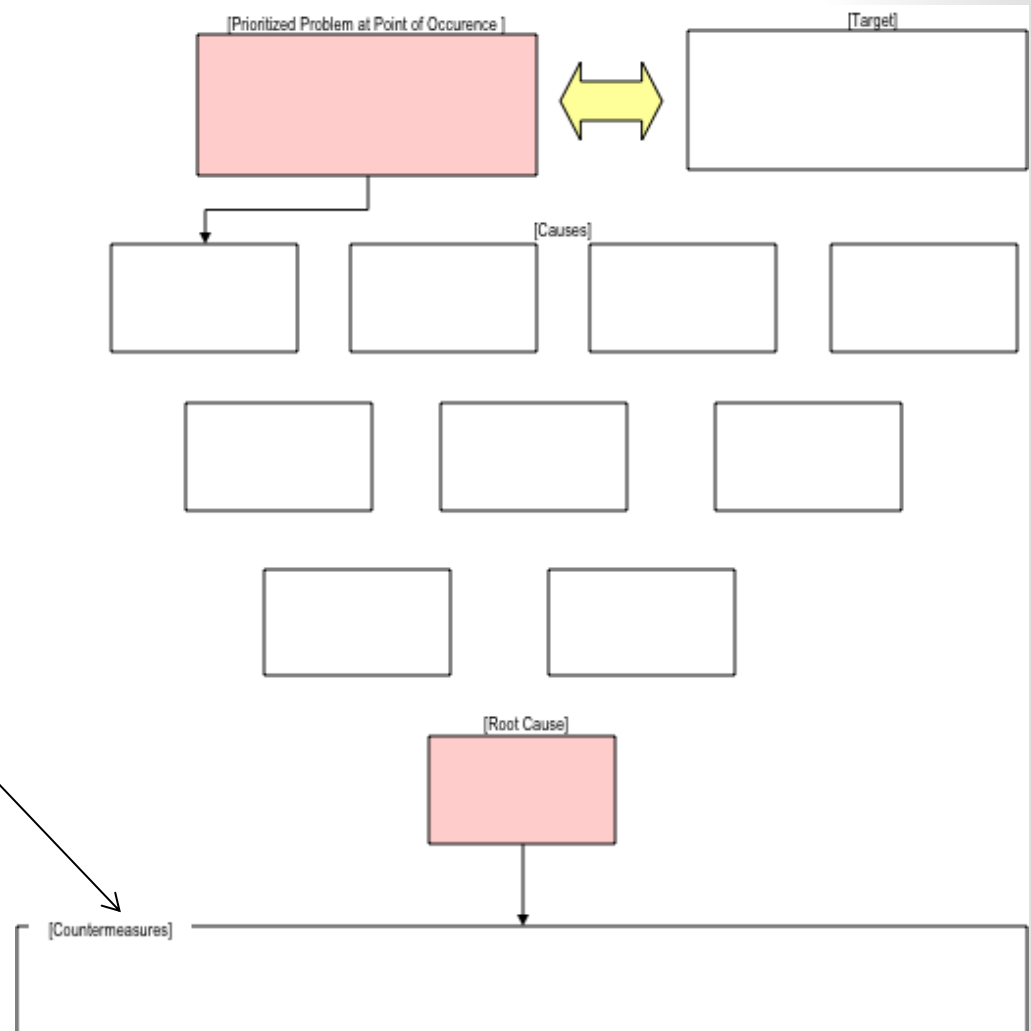[Root Cause]

[Countermeasures]

Step 5 Problem Solving Process

Developing Countermeasures

Brainstorm countermeasures

Narrow them down with a criteria matrix

Develop an implementation plan

[Prioritized Problem at Point of Occurence]

[Target]

[Causes]

[Root Cause]

[Countermeasures]

Step 6 Problem Solving Process

Seeing Countermeasures Through

Reporting, Informing and Consulting Matrix

360 degree communication process

|	Website Manager	Web Developer	Content Administrator	Web Administrator	Sales Manager
Project Planning	A	R	C	C	C
Website Construction	A	R	C	C	I
Content Review	I	C	A	R	I	I
Usability Testing	I	A	C	R	
Installation of Tracking Software	I	A		R	
Ongoing Review of Visitors		A		R	I
Sales Follow-up to Frequent Users				I	A	R

Step 7 Problem Solving Process

Monitoring Process and Results

Was target met?

How much of the gap was eliminated?
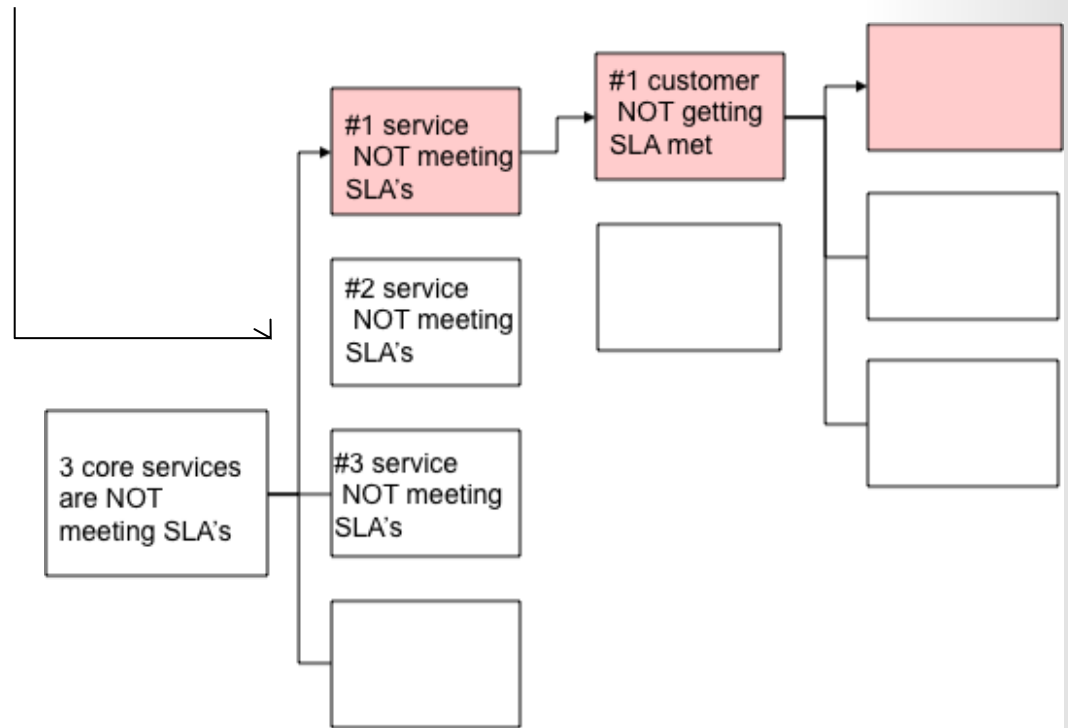
Evaluate 3 viewpoints
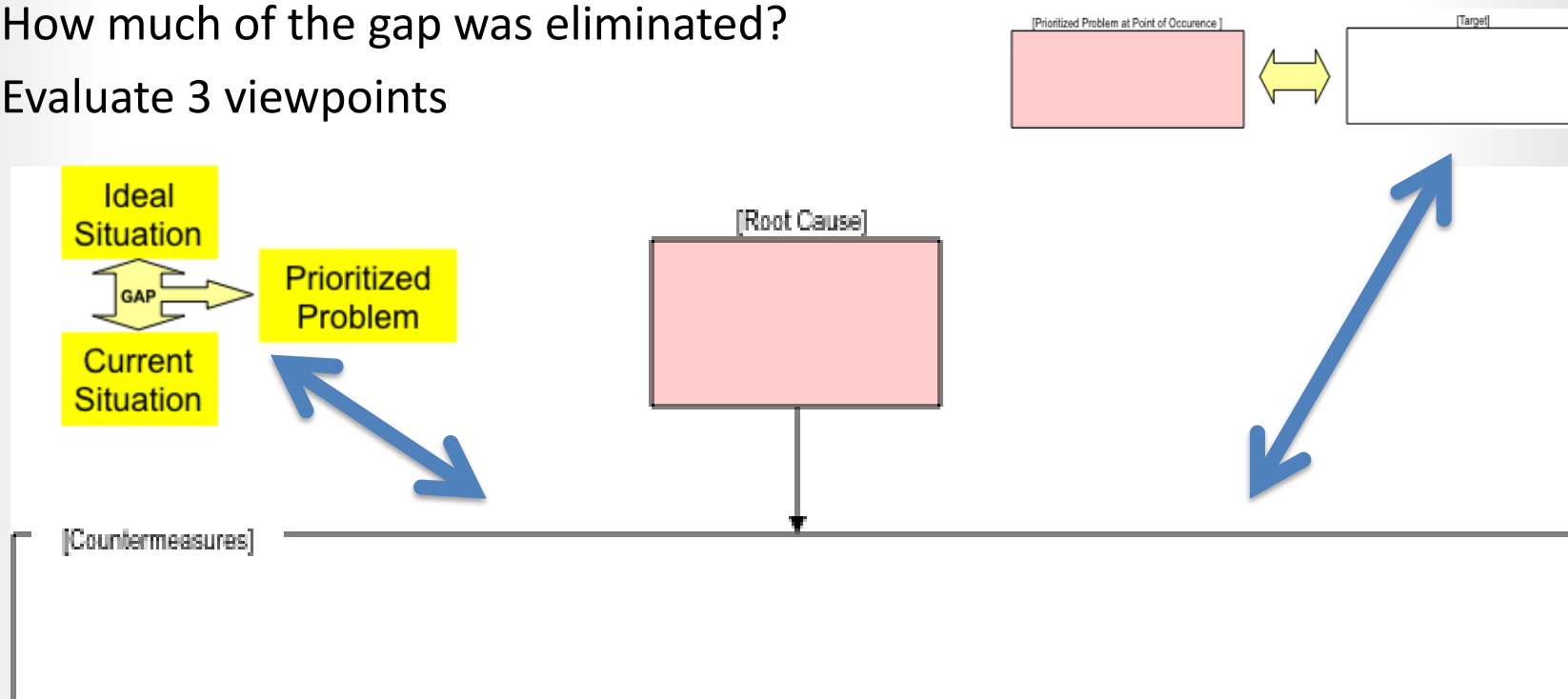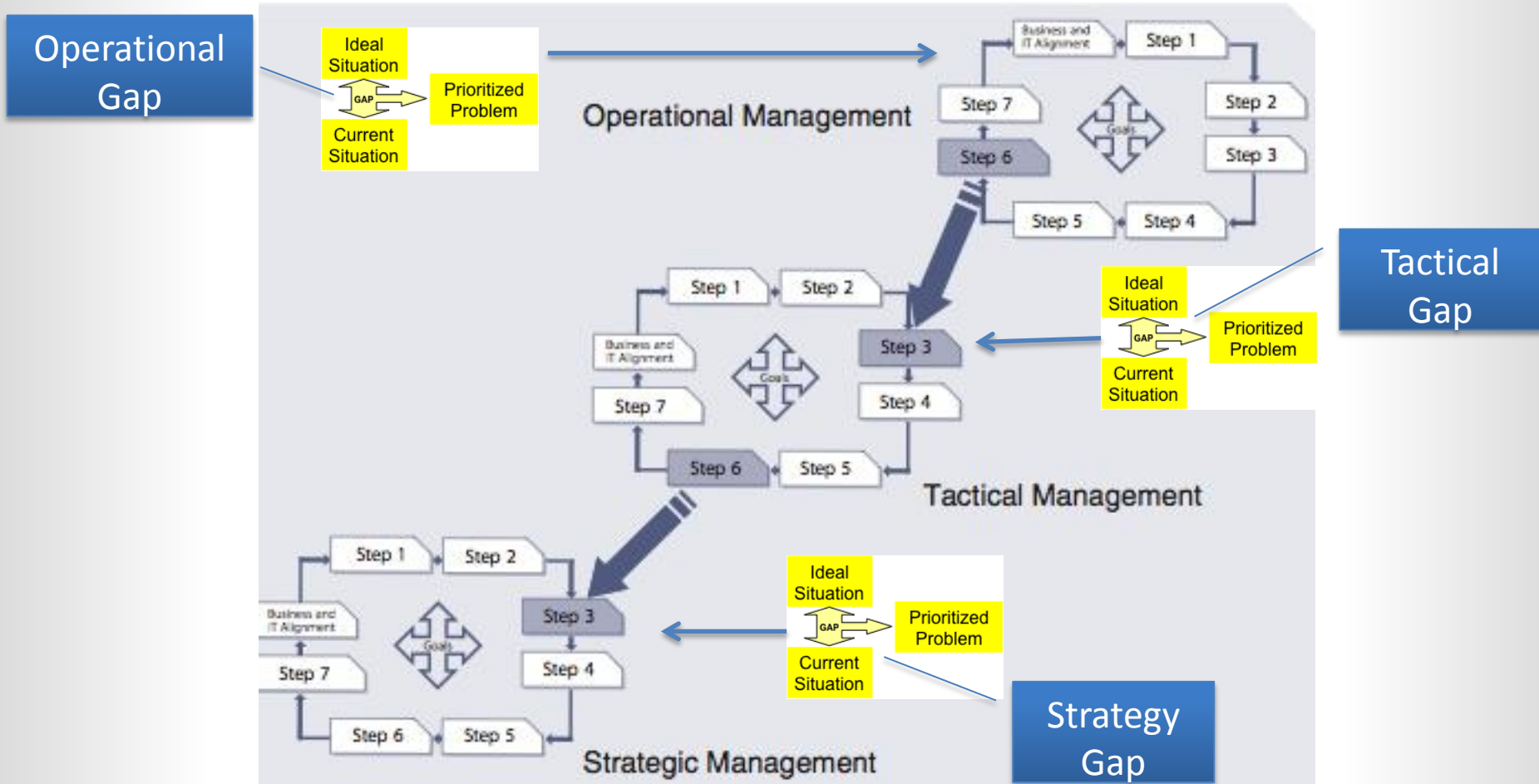
Step 8 Problem Solving Process

Standardizing and Sharing Successful Practices
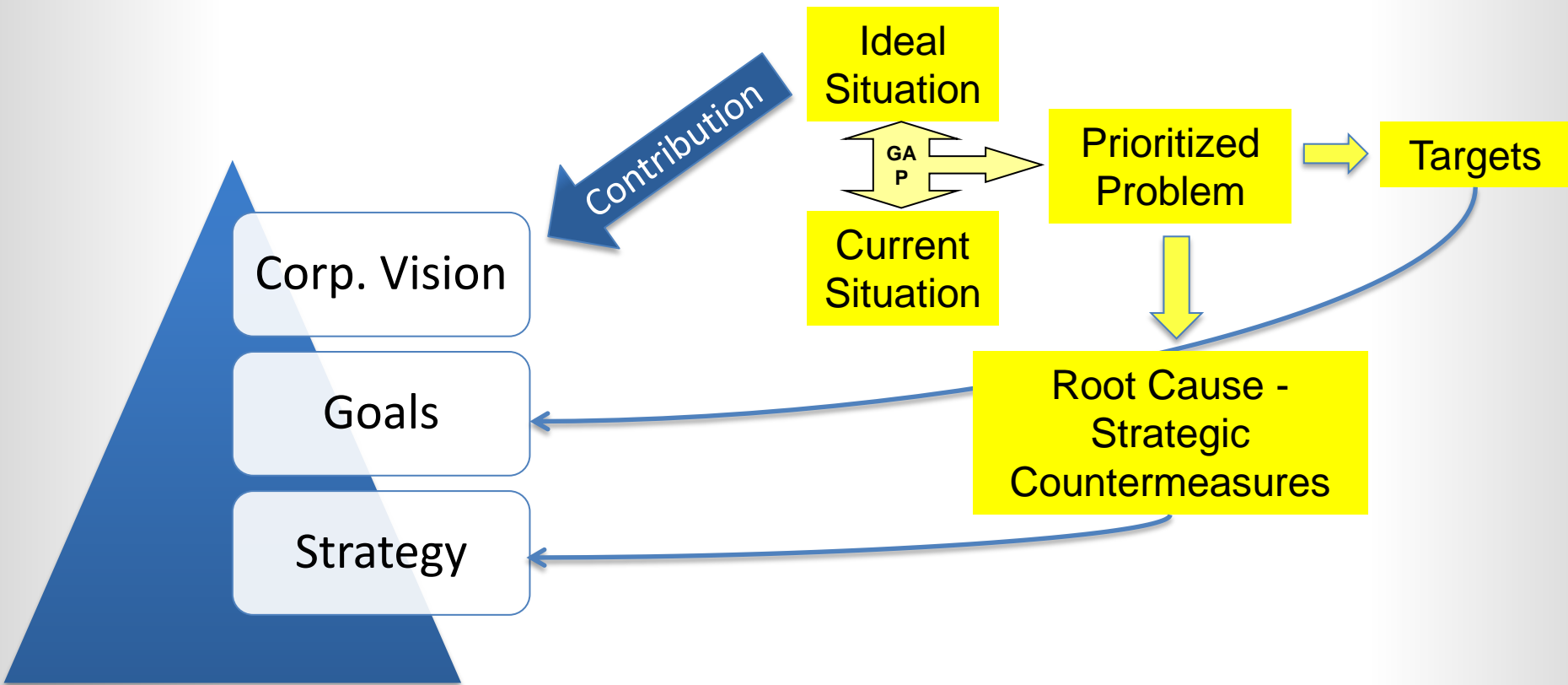
Standardization process

Start on the next prioritized problem in Step 2

Tying Back to The KNOWLEDGE SPIRAL

And Back into the Business
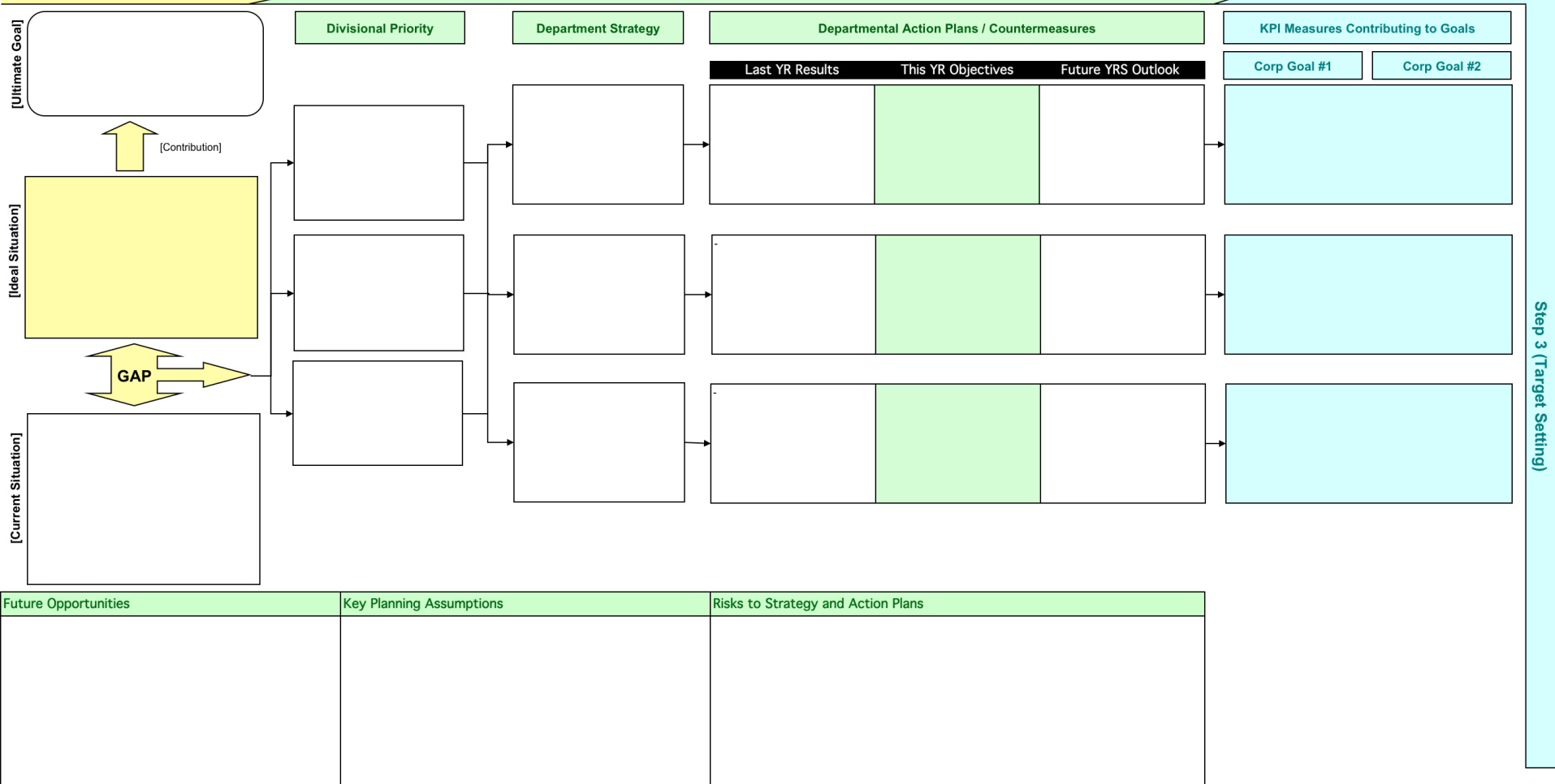
Problem Solve in your Long-term Plans

DEPARTMENT MULTI-YEAR PLAN

Department Vision / Mission Statement: Drive Value for our IT Services to enable company Success

Step 1 (Clarify)	Step 2 (Breakdown)		Step 3 (Target Setting)

| [Ultimate Goal] | | Divisional Priority | Department Strategy | Departmental Action Plans / Countermeasures | | | KPI Measures Contributing to Goals |

| | | | | Last YR Results | This YR Objectives | Future YRS Outlook | Corp Goal #1 | Corp Goal #2 |

[Contribution]

[Ideal Situation]

GAP

[Current Situation]

Step 3 (Target Setting)

Future Opportunities	Key Planning Assumptions	Risks to Strategy and Action Plans

Summary

Making your PI Action Plan Focus on Right Goals

- Implement ITIL Processes as a "means to an end" and not an Objective in itself.

- Continually look at your Business Goals and Objectives to determine what processes to improve.
  - I.e. What Process Improvements will Address Risks & Issues that are preventing us from achieving our goals?

- Establish a Problem Solving Mindset & Process to help tie into CSI's Knowledge Spiral and close "gap" to meeting your company goals

Thank You For Attending The Webcast!

Please take a moment to answer the quick survey after you exit the webcast. Your feedback is extremely valuable to us.

We'd Love To Hear From You!

Phone: 1.877.581.3942
Email: Info@ThoughtRock.com