

# ITIL and Managing the Change

*Sean Kennedy*

*Kennedy Consulting, LLC*



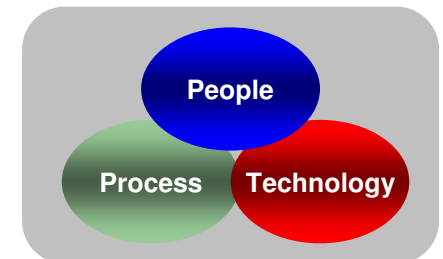
# Objectives

- ❑ Provide a framework for thinking about organizational change
- ❑ Build the case for the importance of organizational change management as part of an ITIL initiative
- ❑ Outline a best practice change management program that is integrated into an ITIL/ITSM project

# Framework

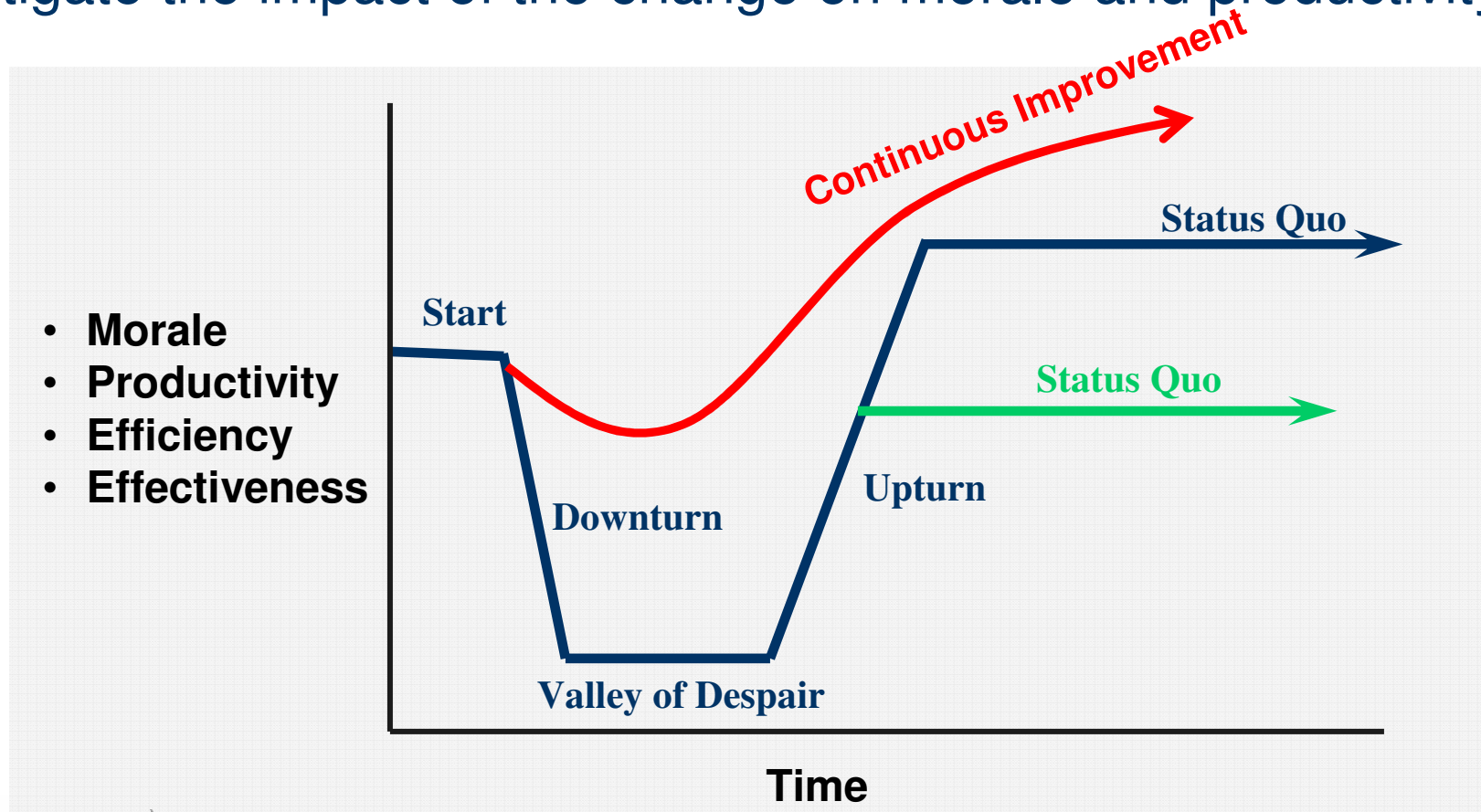
# Principals

- ❑ Organizations and people are unique and complex - art
- ❑ Organizations and people follow patterns and rules - science
- ❑ Organizational change deals with probabilities and averages
- ❑ Implementing ITIL significantly impacts people
- ❑ Governance is critical
- ❑ Communication is critical – what, when, who, how
- ❑ Right people on the bus, in the right seat
- ❑ Manage the organizational change – integrate with the program
- ❑ People, Process and Technology are linked



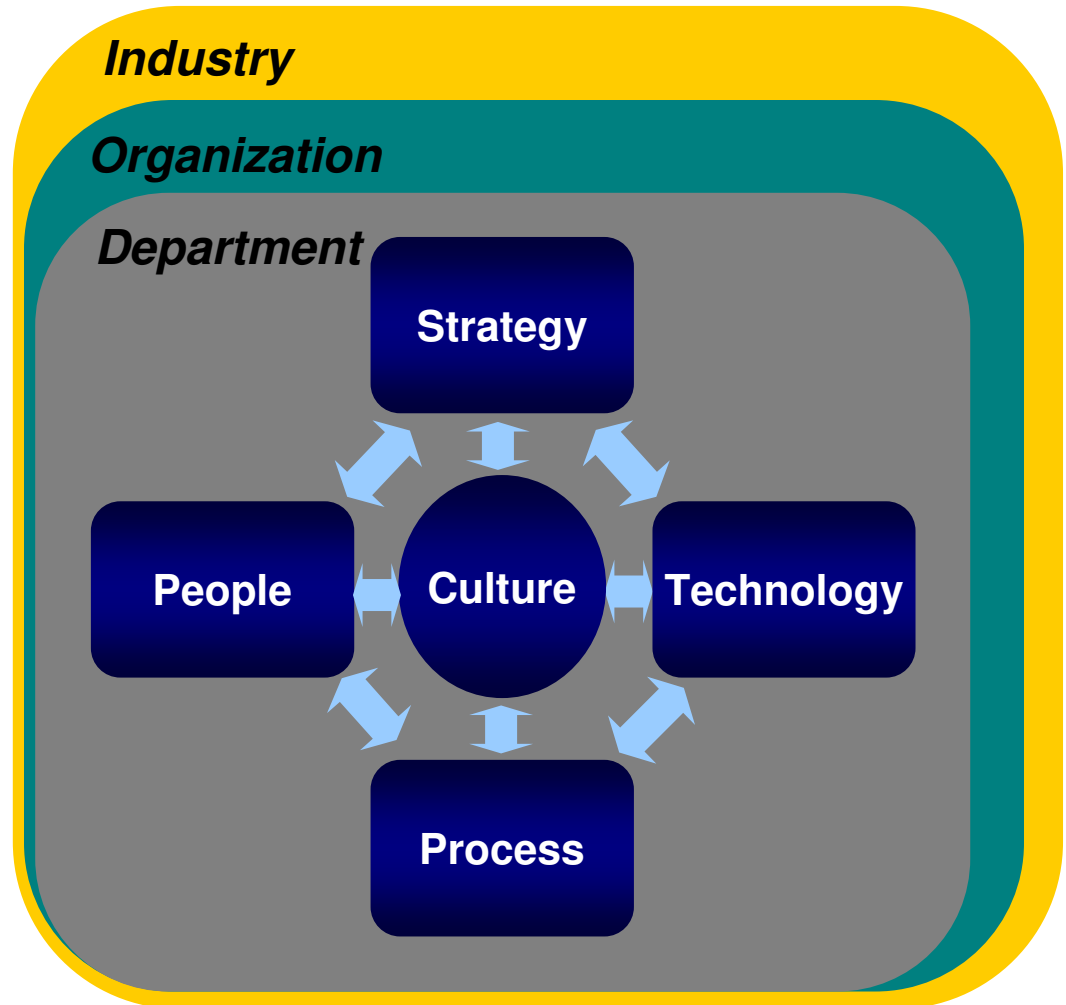
# Change Management Goals

- ⇒ Increase the probability of success
- ⇒ Improve results
- ⇒ Mitigate the impact of the change on morale and productivity



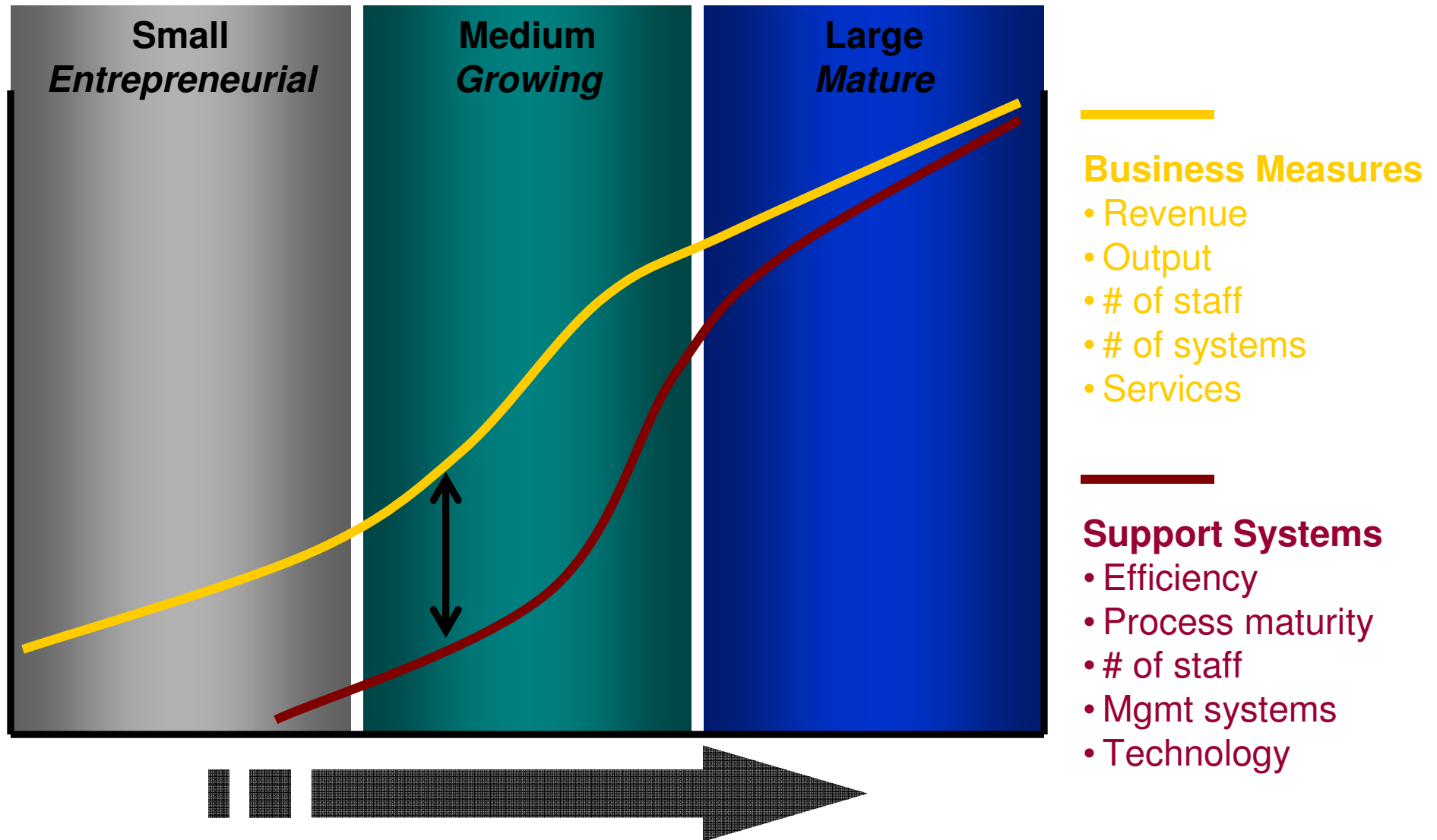
# The Role of Culture

- ❑ Culture defines how we work, act, communicate, organize ourselves, define norms, etc.
- ❑ Cultures are built over time – history
- ❑ Cultures change over time
- ❑ Strategy, culture and people mgmt. are key management functions

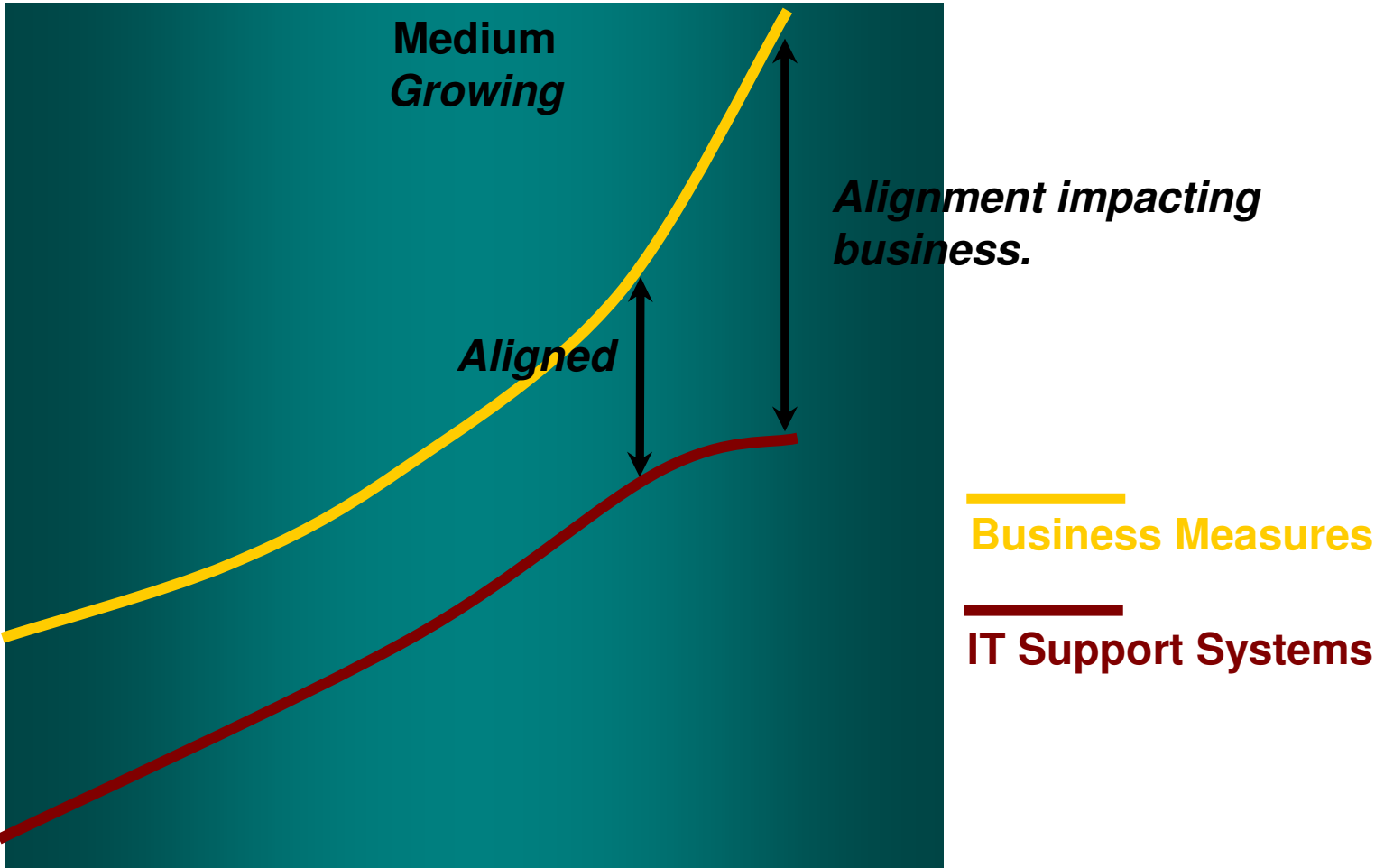


***Changing culture requires a robust governance model  
and strategic and cultural alignment***

# Organizational Growth Framework

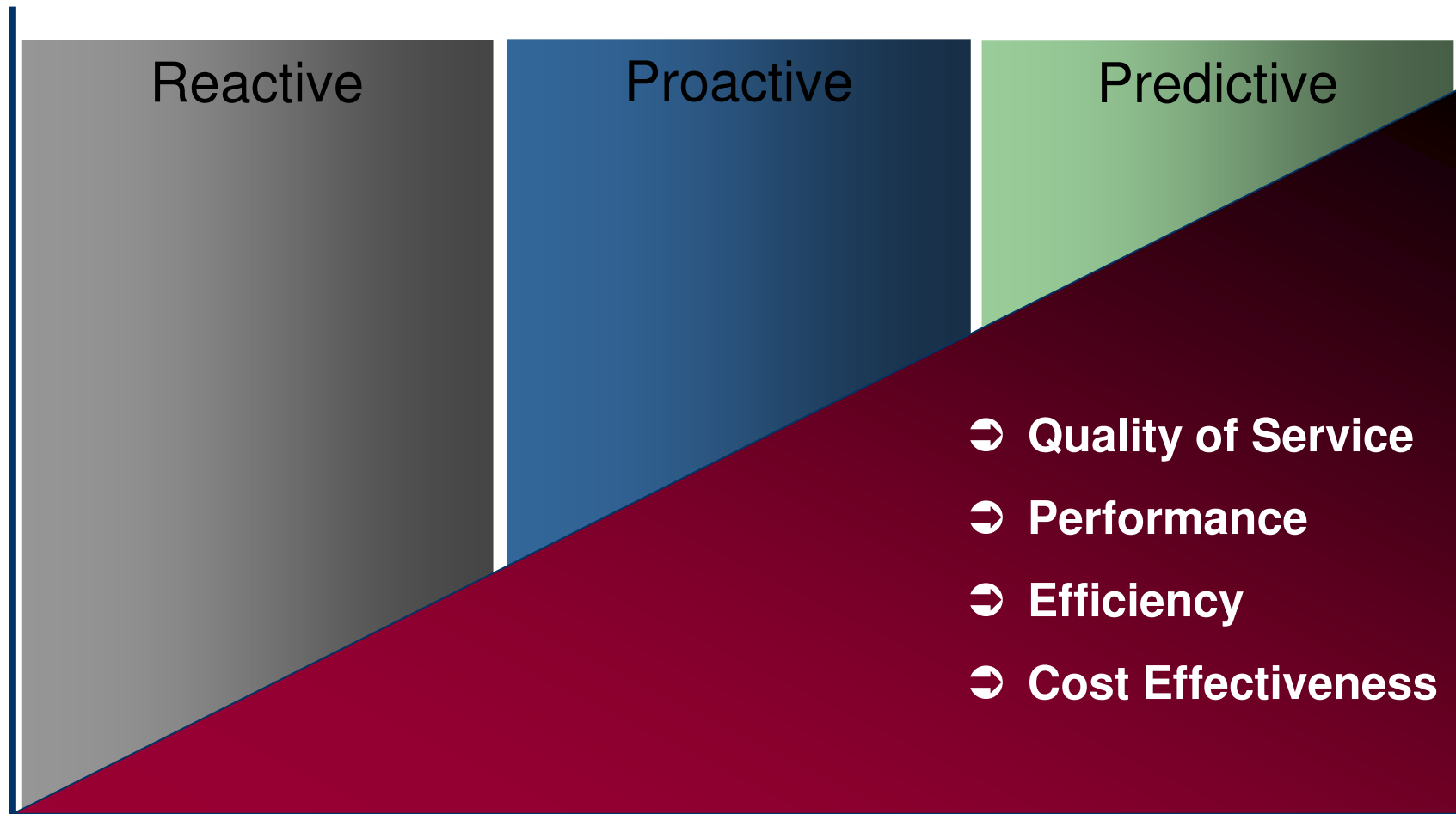


# Organizational Growth Framework



*Ensuring alignment between IT and the business is the role of IT Executive Management*

# IT Support Organization Maturity Model



Investment in People, Process and Technology

*4 to 7 Years*

# Characteristics of Maturity Levels

## Reactive

- Few processes
- Individual vs. Team
- Un-defined roles
- Few tools
- Lack information
- No trend data
- Lack of metrics
- Act

## Proactive

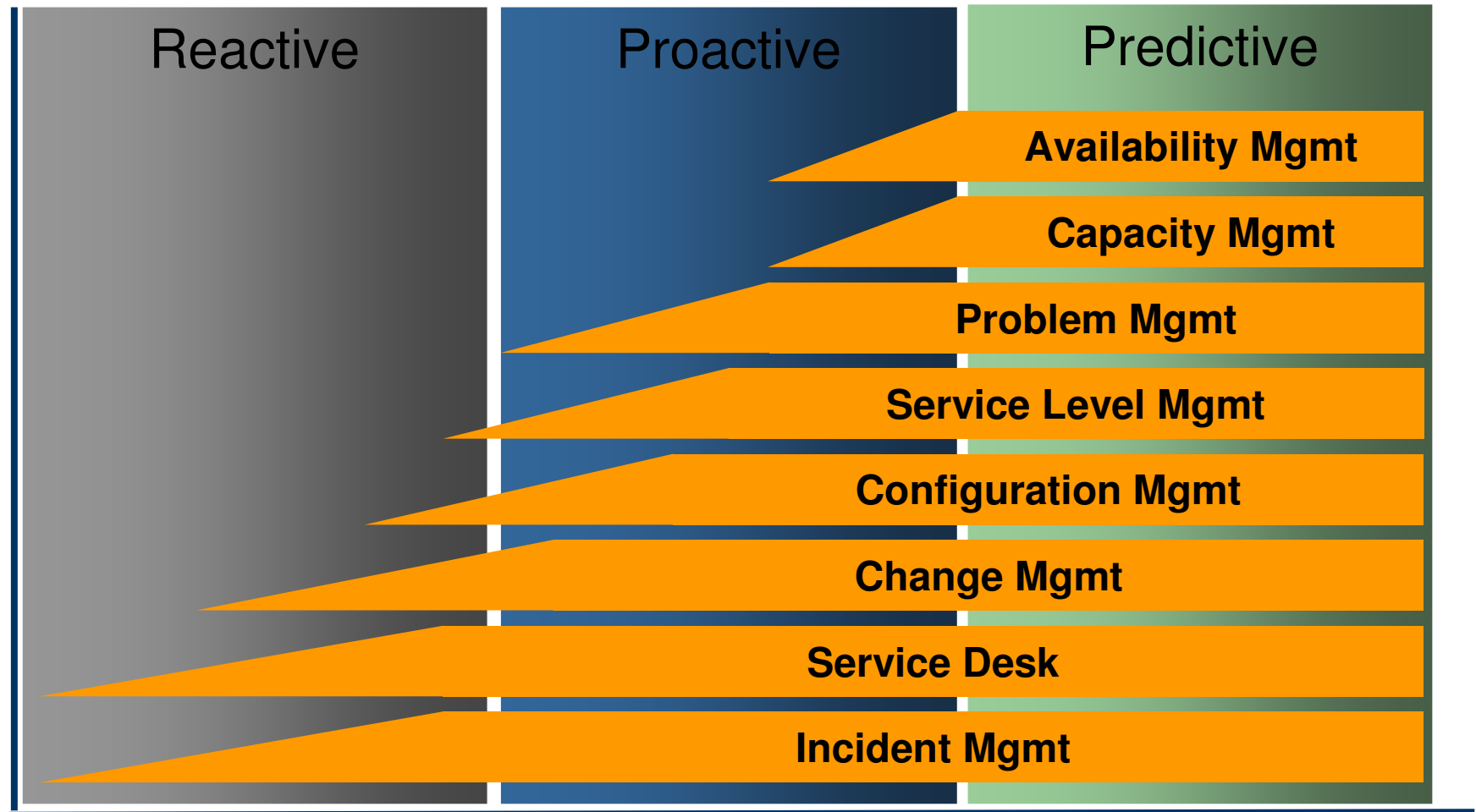
- Defined processes
- Tiered teams
- Defined roles
- Tools
- Better information
- Some trend data
- Initial metrics
- Measurable
- Initial KB
- Plan and Act

## Predictive

- Processes driven
- Process owners
- Continuous improvement
- Team focus
- Clear roles
- Robust tools
- Metrics/Measurable
- Robust data
- Data driven
- Robust knowledge
- Strategic

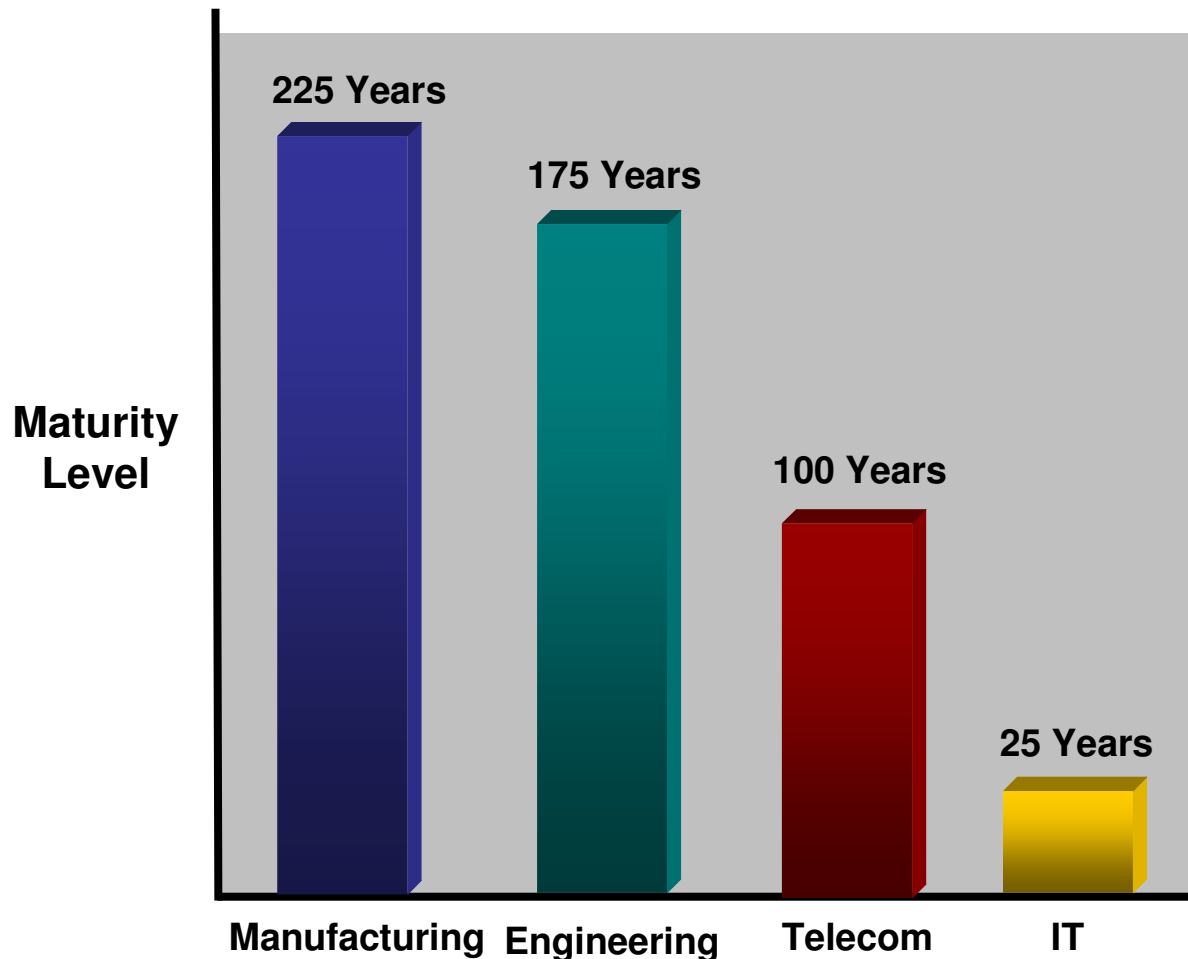
 **Changes in Types of People and Org Structure** 

# ITIL and Maturity Levels



Investment in People, Process and Technology

# IT Industry Maturity



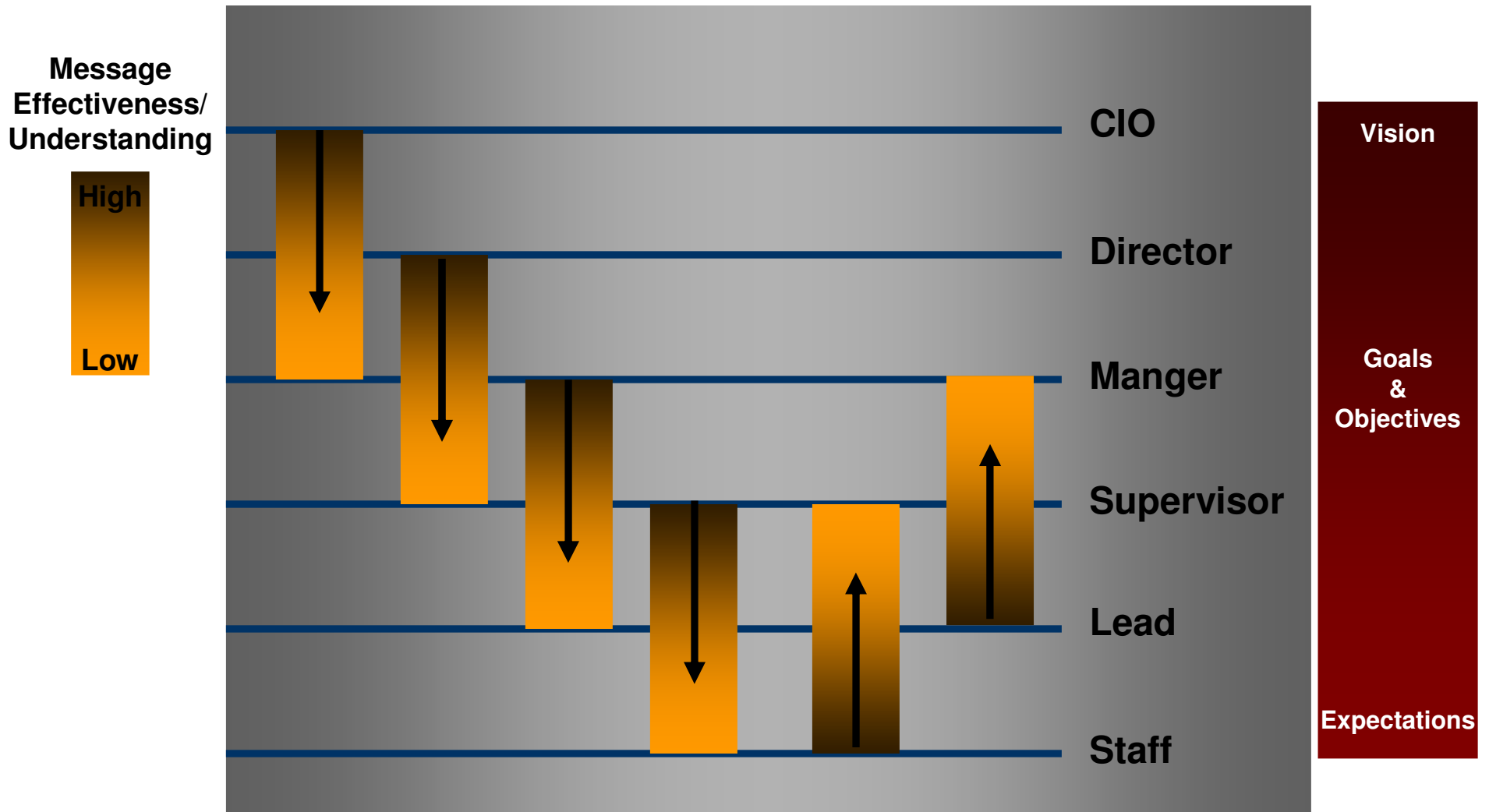
- ❑ Post-mainframe, ITIL is the first major IT industry framework
- ❑ IT growth and the organization's increased reliance on IT services is pushing us to the next level of maturity
- ❑ We are in the transition to the first major framework
- ❑ The people that join(ed) IT were/are attracted to the "newness" of the industry

# The Importance of Vision

Once they understand the *vision*, goals and objectives and what is *expected* of them 95% of the people will embrace the change.

Or get off the bus.

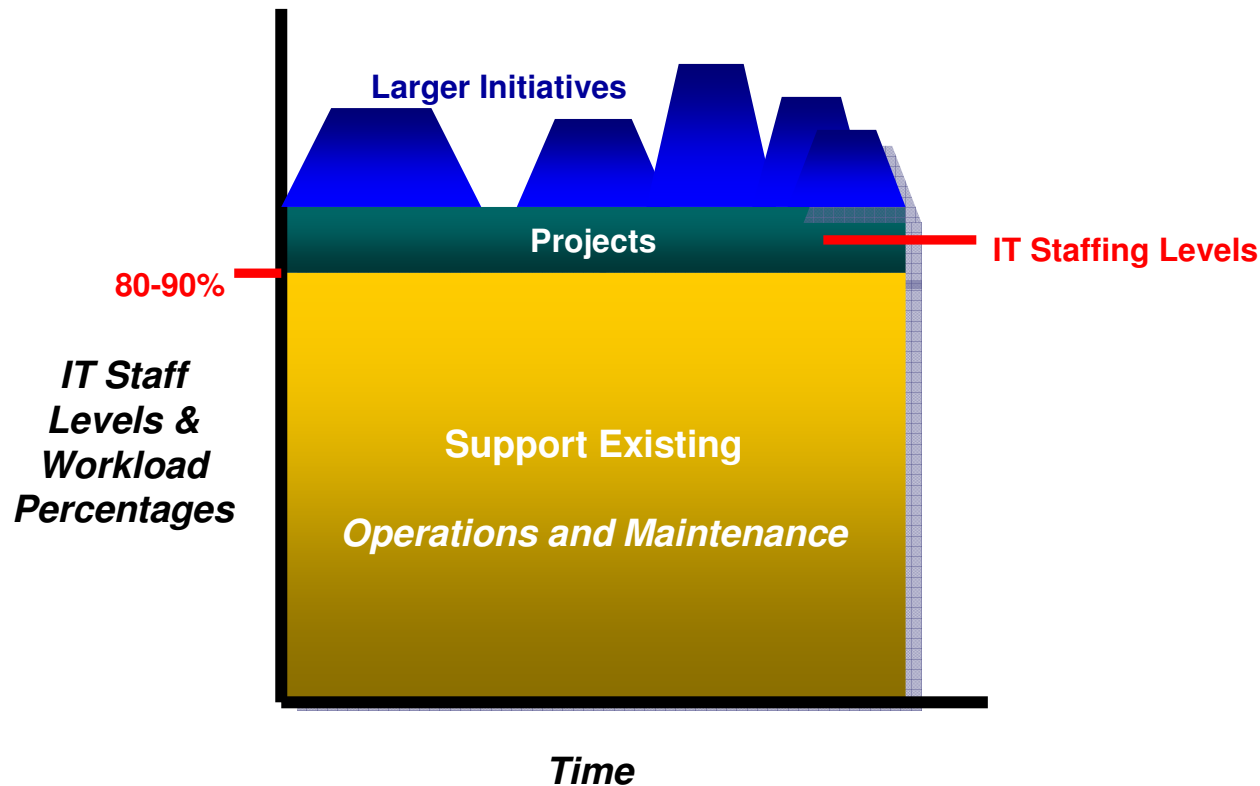
# Organizational Communication



# ITIL and Change Management

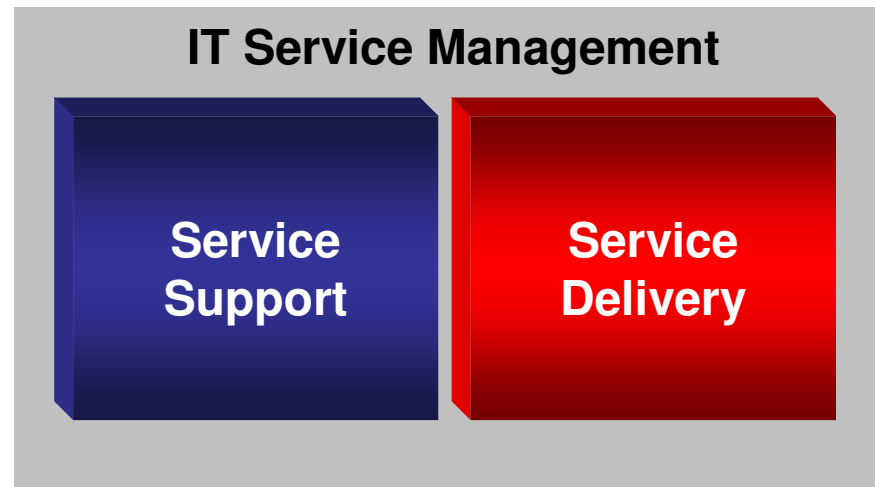
# ITIL and People

- ❑ Implementing ITIL affects 80-90% of your IT staff



- ❑ Managing the change is critical to the program success
- ❑ Governance across IT disciplines

# ITIL Framework Before



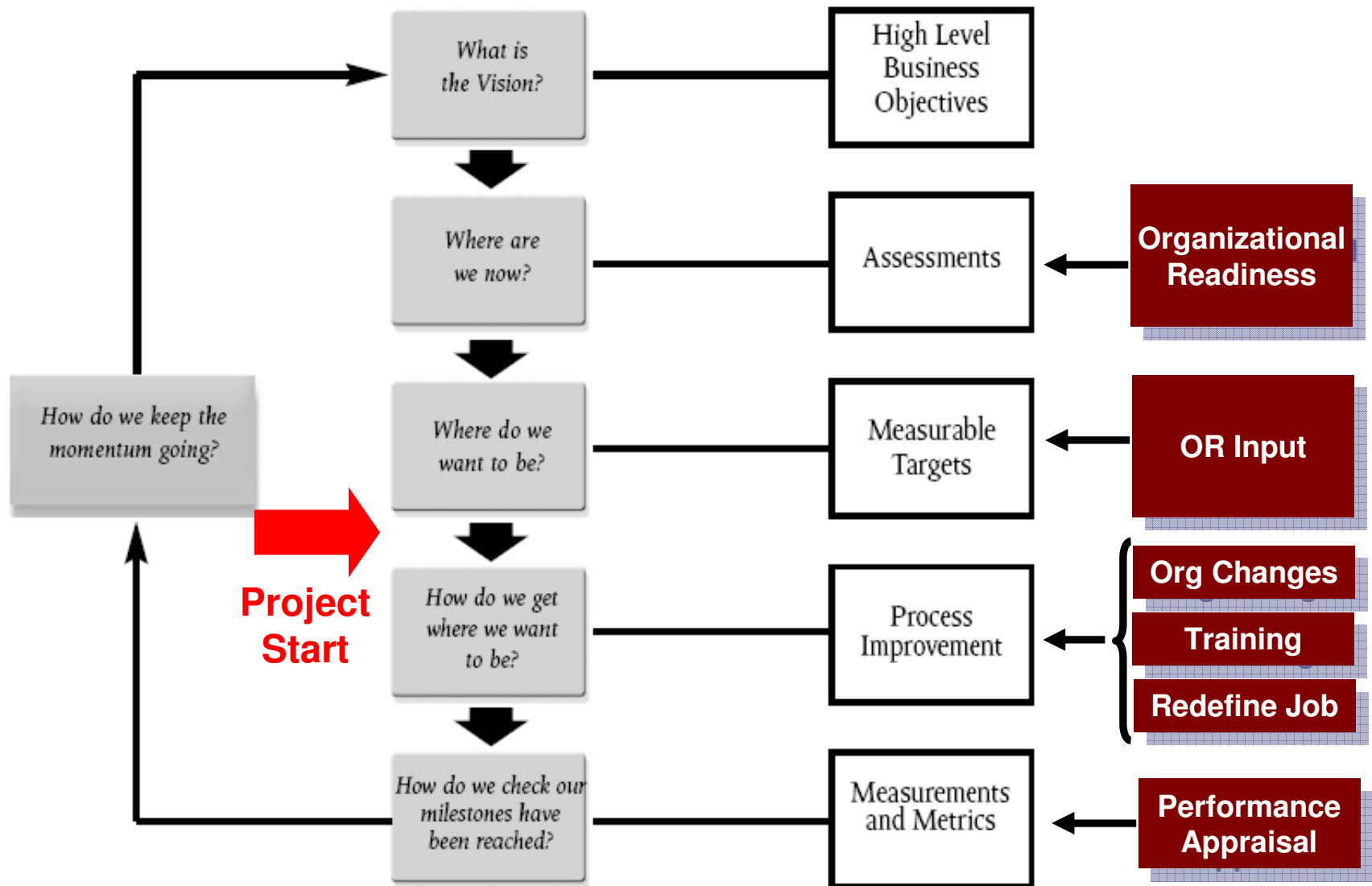
- ❑ Initial focus on developing the process framework
- ❑ Became the most widely used management approach to the delivery and support of IT services and infrastructure, world-wide

# ITIL Framework Now

Examines the issues and tasks involved in planning, implementing and improving Service Management processes within an organization. It also addresses the issues associated with addressing Cultural and Organizational Change, the development of a vision and strategy and the most appropriate method of approach.



# ITSM Approach



# ITSM Vision

- ❑ Driven by a business need
- ❑ Comes from senior management
- ❑ Aligned with the organizational direction
- ❑ Paints a picture of the future
- ❑ Has a timeframe
- ❑ Will be driven by a plan
- ❑ Communicated by senior IT management, reiterated at the workgroup level

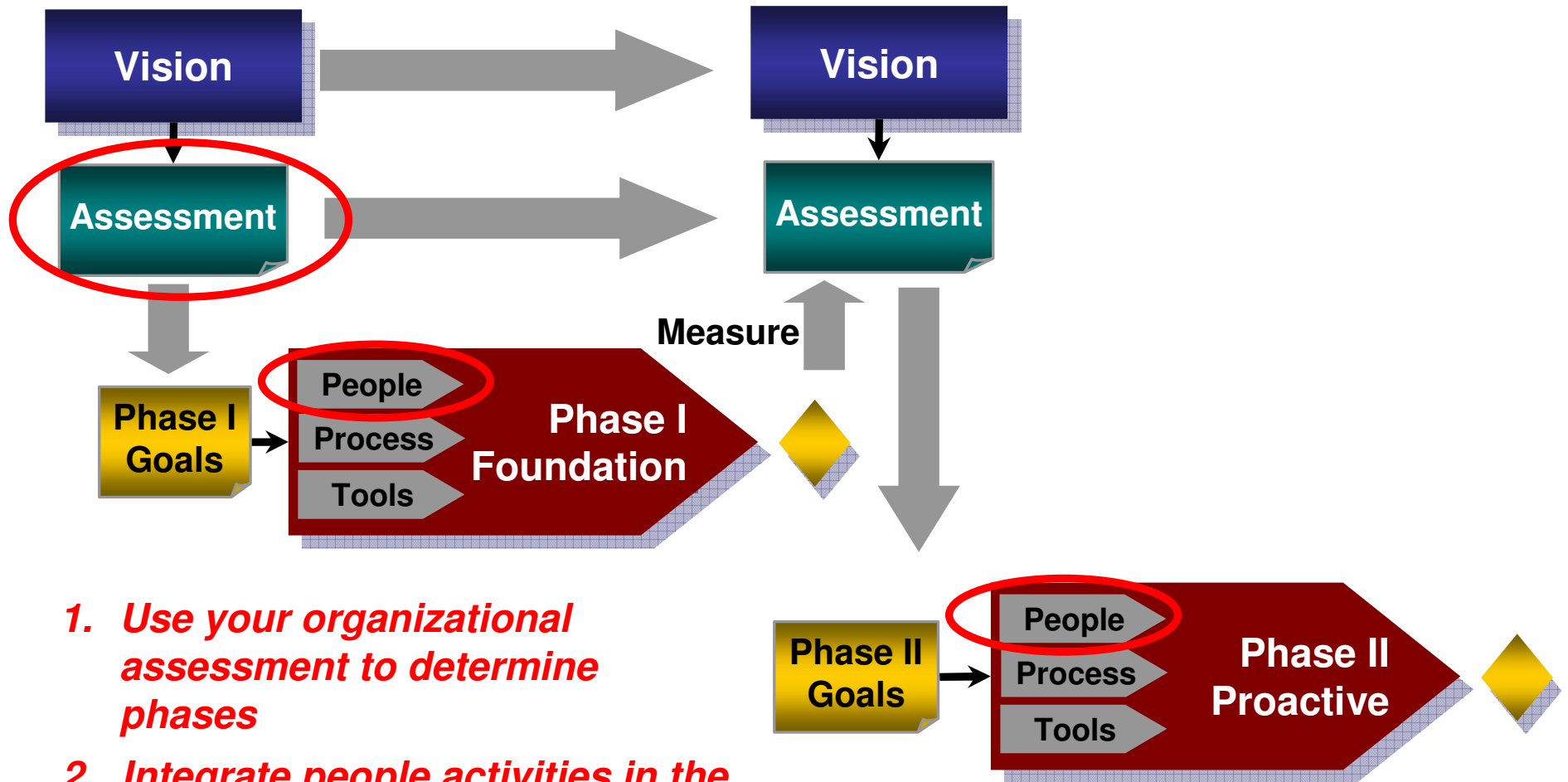
***Communication to the people in the organization that change is coming***

# Organizational Readiness Assessment

□ In addition to the process and tool assessment...

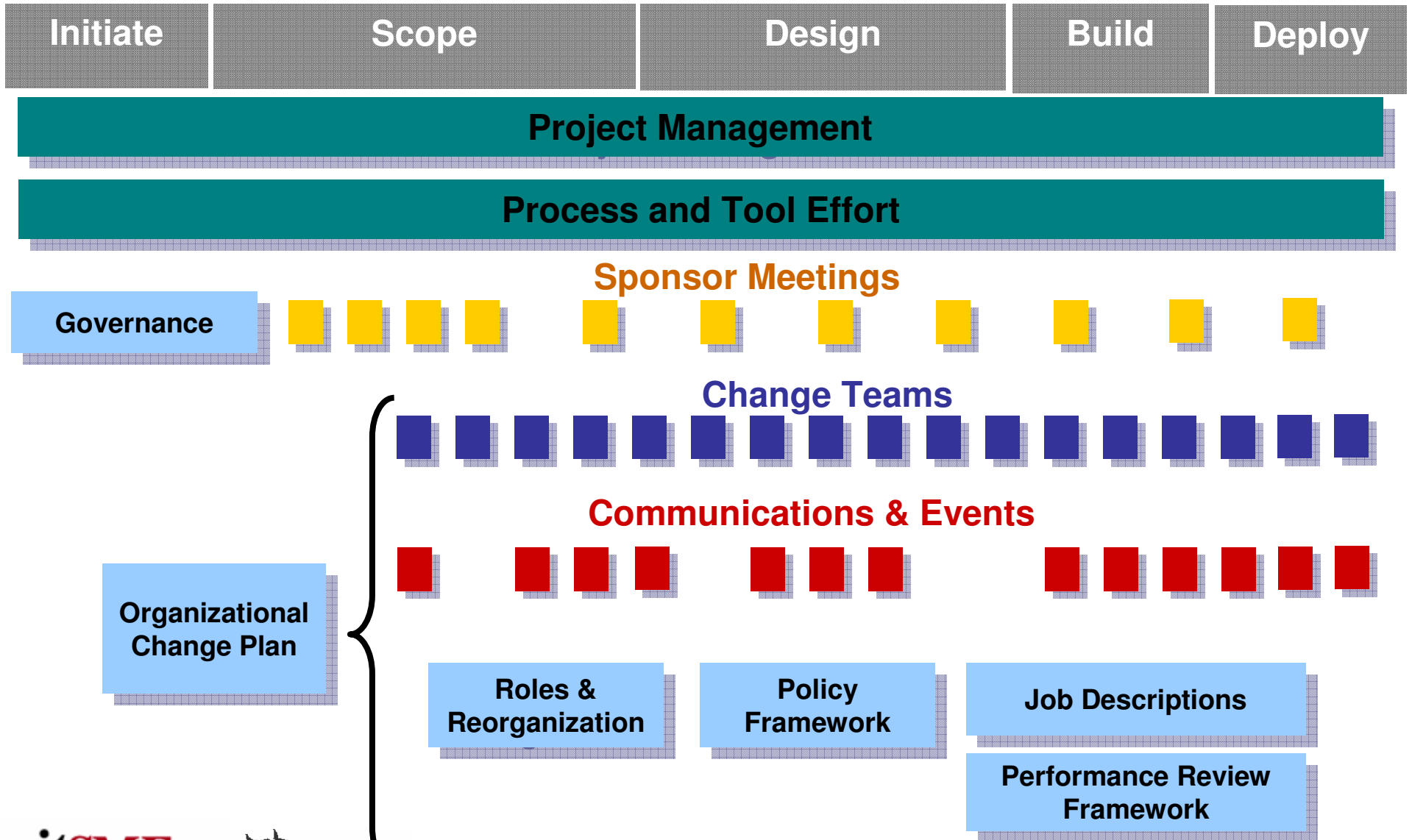
	Enterprise	Individual
Ready	<ul style="list-style-type: none"><li>• Vision</li><li>• Alignment</li><li>• Sponsorship</li><li>• Budget</li></ul>	<ul style="list-style-type: none"><li>• Priorities</li><li>• Workload</li><li>• Buy-in</li><li>• Attitude</li></ul>
Willing	<ul style="list-style-type: none"><li>• Agreement</li><li>• Cultural Alignment</li><li>• Understanding</li></ul>	<ul style="list-style-type: none"><li>• Motivation</li><li>• Resistance</li><li>• Reinforcement</li></ul>
Able	<ul style="list-style-type: none"><li>• Org Structure</li><li>• Change Planning</li><li>• Time</li><li>• Process/Tools</li></ul>	<ul style="list-style-type: none"><li>• Role Clarity</li><li>• Expectations</li><li>• Skills</li><li>• Confidence</li></ul>

# Phased Approach



- 1. Use your organizational assessment to determine phases*
- 2. Integrate people activities in the project*

# Integrate with Project



# Four Critical Change Roles

## Sponsor (S)

“An individual or group who has the ultimate **responsibility** to **legitimize** a change”

## Advocate (A)

“ An individual or group who strongly **supports** the change but **does not** have the **authority** to **sanction** the change”

## Change Agent (C)

“An individual or group who is responsible for **developing** and carrying out **implementation** plans”

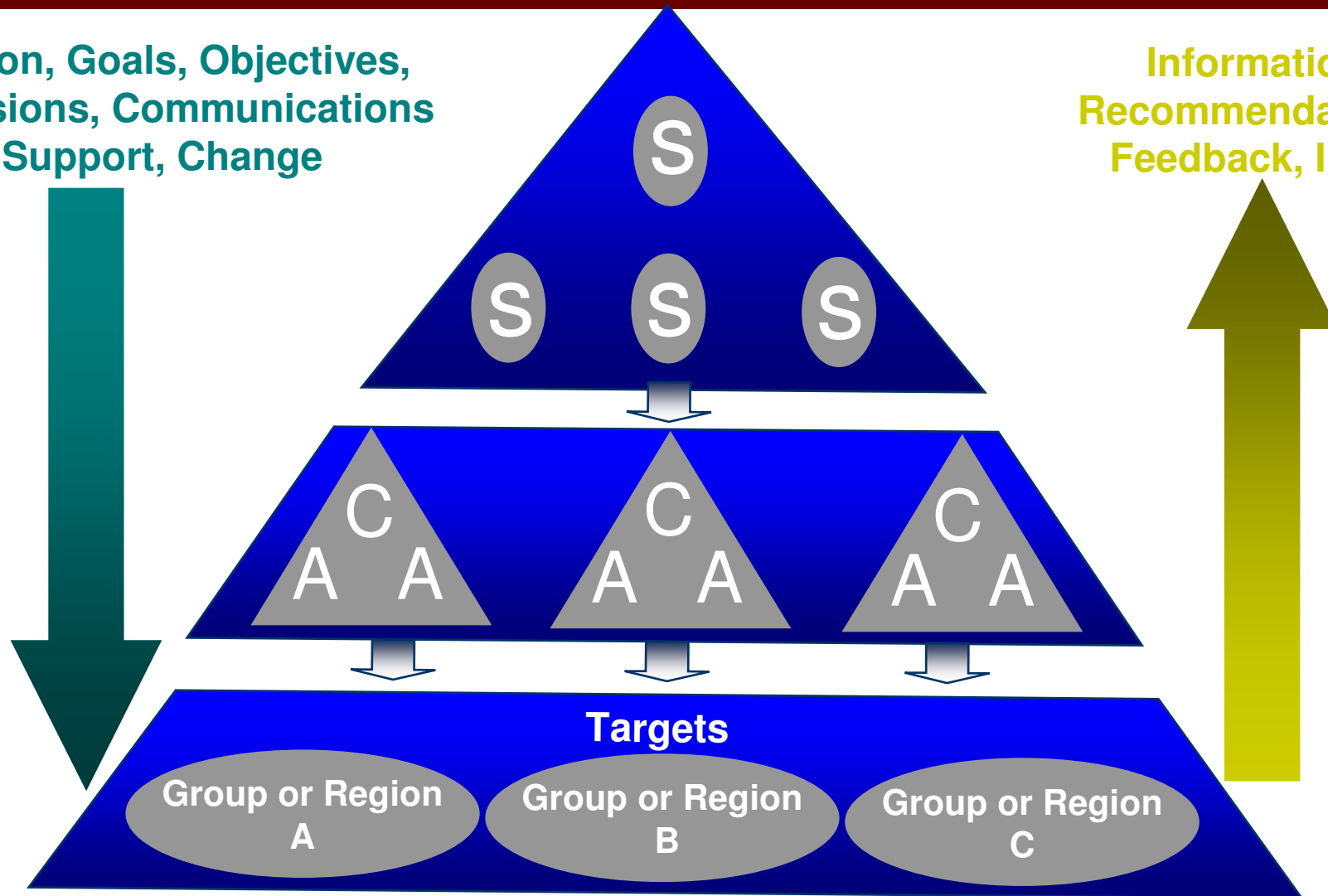
## Target

“An **individual or group** who **must change.**” All sponsors, agents, and advocates may also be targets

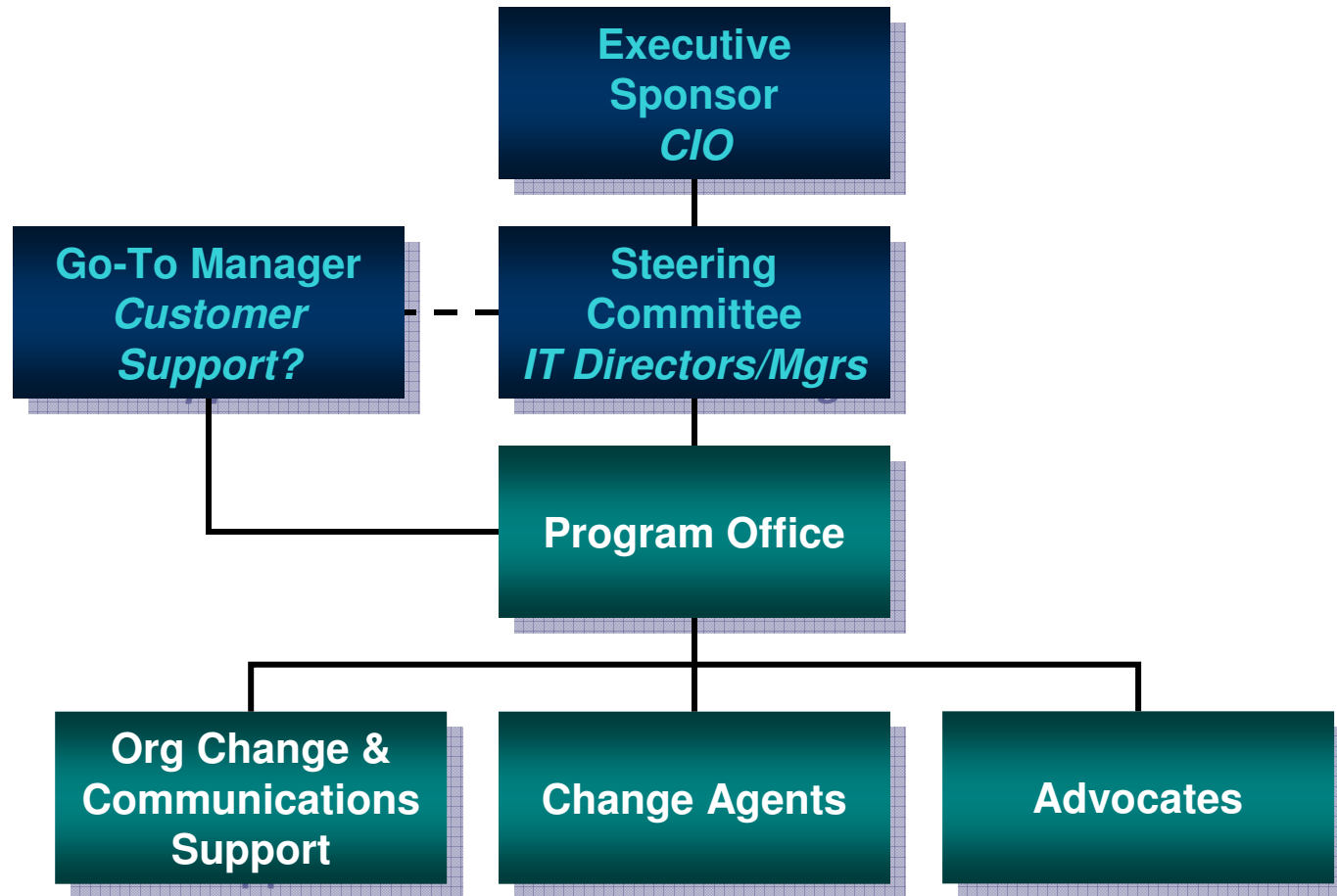
# Organizational Change Framework

Vision, Goals, Objectives,  
Decisions, Communications  
Support, Change

Information,  
Recommendations,  
Feedback, Input



# Sponsorship & Change Teams



# Thoughts on Reorganization and Change

- ❑ It can be bigger than a bread box
- ❑ Reorganization risks that can be barriers to success
  - Silos: Process effectiveness is dependent on smooth transitions between teams and good relationships
  - Tiered support organization with clearly defined roles are critical, especially when moving to a Proactive state
  - Right people on the bus in the right seats – skills, experience, desire
  - Respect and trust between groups
- ❑ Think roles then people
  - Stay focused on the vision, goals and objectives
- ❑ Do not underestimate the time it takes to change people and organizations
  - Think supertanker not ski boat - culture and size of change are factors
  - Align with process and tool work – do not stop

# Thoughts on Reorganization and Change

- ❑ Think investment – numbers may go up in the beginning
  - Documenting, planning, new processes, etc. take staff
- ❑ There is a point where you have to stop doing what you did before
  - Old habits die hard
  - Time to make mistakes with growing accountability
- ❑ Change is greatly facilitated by a system of measurement, feedback and accountability
  - Be consistent

# Communications Best Practices

- ❑ Particular to the group and organization
- ❑ Consistent message that stays focused on the vision, goals and objectives
- ❑ Timely – consistent throughout the project and at specific milestones
- ❑ All layers of the organization
  - Executive team to leads
  - Leverage your Change Teams
  - All-staff and team meetings
- ❑ Think fun, interactive, positive
  - Lunches, contests, hands-on demo
- ❑ There is a limit 😊

# Questions and Discussion

