



ITIL V3

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ITIL[®] V3

An Implementation Road Map

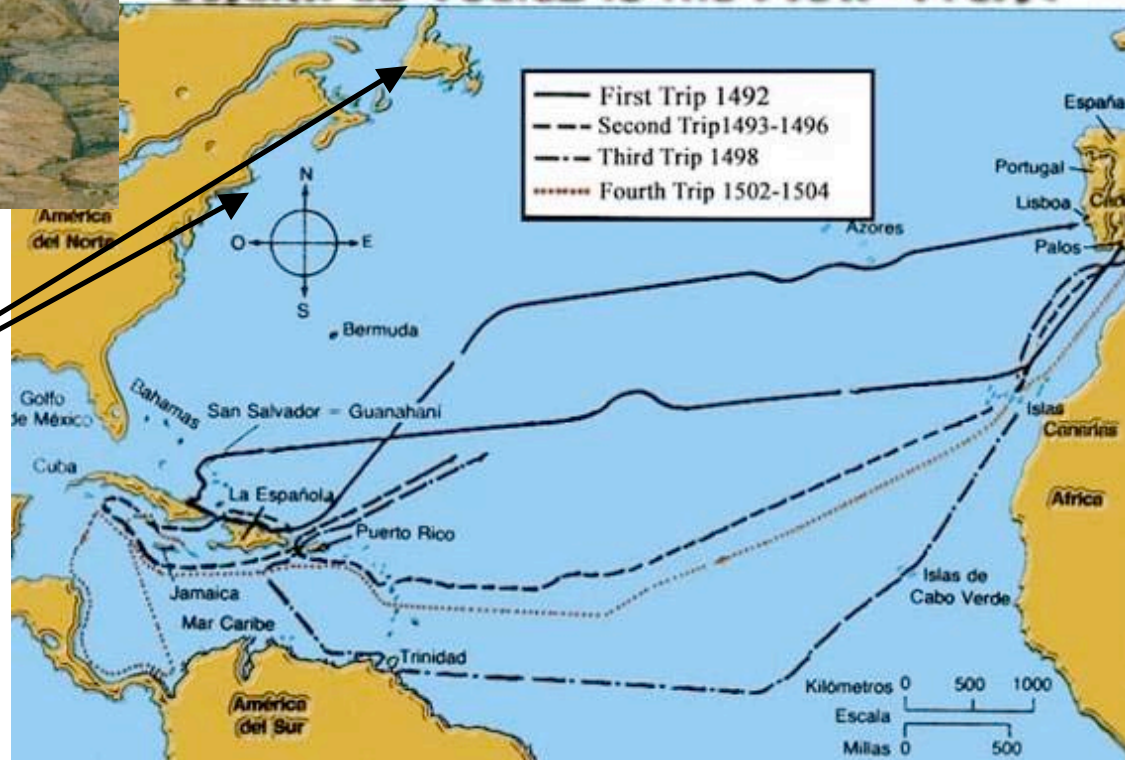
Columbus & The New World (V2 vs. V3)



What Changed?

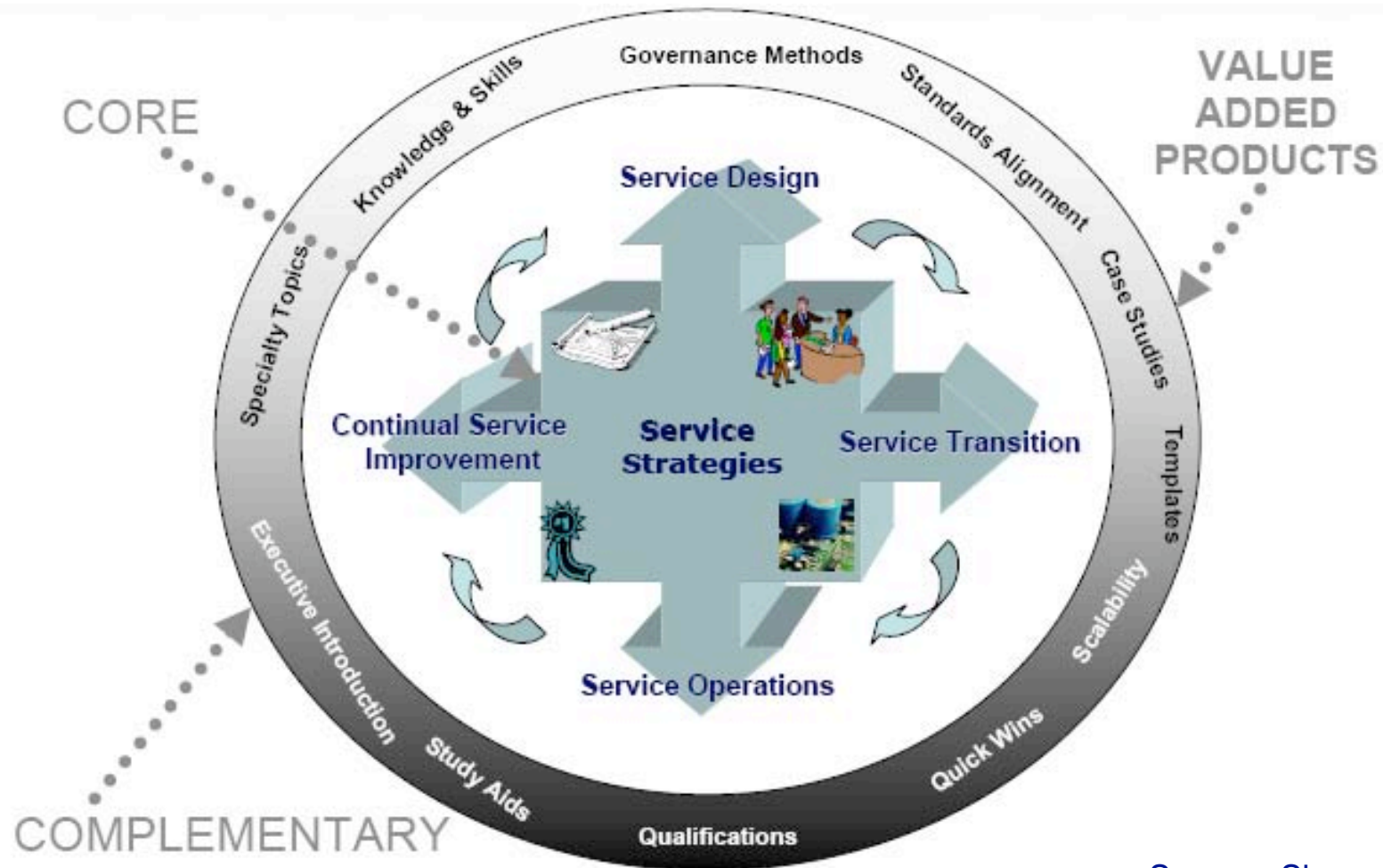
The world or the map?

Columbus' routes to the New World



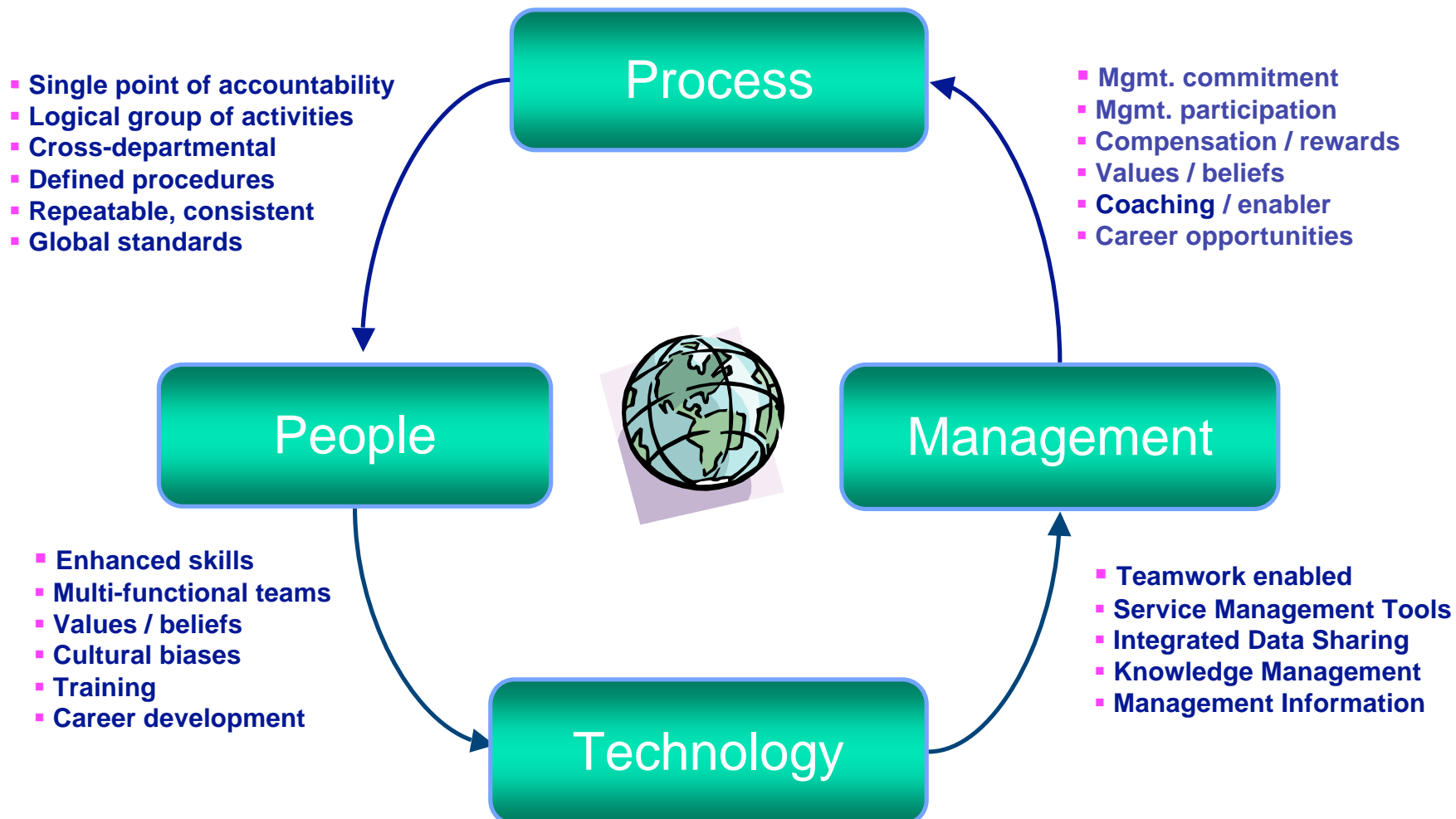
What about the Vikings?

ITIL V3 An Expanded ITSM Atlas



Source: Sharon Taylor
ITIL V3 Chief Architect

Process Changes Everything



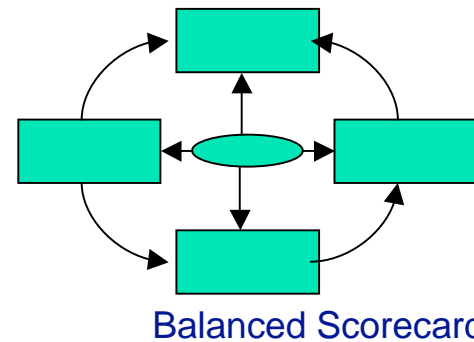
IT Governance & Business Value Linkage



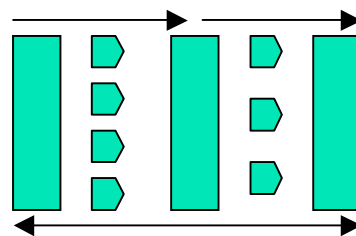
Core Business Measures

- Revenue
- Market Share
- Profit
- ROE

IT Core Strategic Measures



IT Governance & Measures



IT Value Chain (Service Organization)

IT Governance / COBIT

IT Operational Processes

ITSM, SDLC, Project Mgmt.,
Security and Information Mgt.



...is to embark upon an
organizational change program...

.....many change programs fail
to realize desired results....

ITIL is no different.....

Critical Success Factors For Change



Prof.
John
Kotter

- 1 **Establish a sense of urgency**
- 2 **Forming a guiding coalition**
- 3 **Create a vision**
- 4 **Communicate the vision**
- 5 **Empower others to act on the vision**
- 6 **Planning for and creating short-term wins**
- 7 **Consolidate improvements**
- 8 **Institutionalize new approaches**

1

Establishing Urgency

Critical Success Factors:

- Why should we do this now?
- What if we do nothing?
- Burning Platform?
- 'See – Think – Do' vs. 'See – Feel – Do'
- 50% of transformations fail in this phase
- Without motivation, people won't help and the effort goes nowhere



Urgency

Questions To Ask:

- Is the request related to regulatory requirements?
- Do peers share the same sense of urgency and business need?
- Does the organization understand what an IT service is and the benefit of ITSM?
- Does the organization need to work on selling up and generating a shared sense of urgency?
- Is the organization willing to take on change?
- Where does the project fit in the overall project portfolio? Is this considered a strategic project or discretionary spending?
- What is the sense of urgency - what is the pain or opportunity behind the project?

Answers That Raise Flags:

- We want ITIL because everyone is doing it
- Just tell us what we need to do to pass our audit
- The application group is doing CMMI and the infrastructure group is looking at ITIL and believe they are separate and unrelated
- There are several major projects underway at the moment and ITSM is viewed as a minor initiative that will just have to be done in and around everything else

2 Building A Guiding Coalition

Definition:

- Commitment and participation of management
- Involvement of process owners in design
- Formal power through hierarchical position
- Authority and leadership qualities
- Relevant experience, expertise and respect



Guiding Coalition

Questions To Ask:

- Are there representatives from each of the major stakeholder groups participating?
- Is the Guiding Coalition at a high enough level to be effective? Are the members of the Guiding Coalition respected leaders within the organization?
- Do the members of the Coalition share a common sense of urgency and belief in the problem?
- Do the members of the Coalition share a common level of knowledge about ITIL?
- Does senior leadership (sponsor or members of Guiding Coalition) change jobs frequently or remain in place typically long enough to support the improvement initiative?

Answers That Raise Flags:

- No visible participation from development, security, audit, customer perspective
- There are several major silos and the Coalition is represented by only one
- The Coalition has been designated by a senior sponsor who told them they have to participate and like it
- The majority of the group is too busy to take any kind of course or attend a workshop that is longer than one hour
- We have a very political organization and unless the group is perceived to have the participation of certain individuals there is little hope of the project to succeed



3 Critical Success Factors:

Without a sensible vision, transformation efforts can easily dissolve into a list of confusing, incompatible projects that can take the organization in the wrong direction, or nowhere at all.

Where are we going with this and why?



Clear Vision

Questions To Ask:

- Has the sponsor and Guiding Coalition clearly articulated the vision for the project? Is the vision compelling? Have they developed a strategy to achieve the vision based on the realities of an assessment?
- Does the organization understand that ITSM represents significant cultural and organizational change?
- Does the organization have resources or is it prepared to acquire resources to support organizational change and communication activities?
- Is there an understanding about the need for automation and integrated tools?
- Is there a belief that continuous improvement and measurement is a critical success factor?
- Is there an understanding that process governance and change control are required to move the project into an operational model?

Answers That Raise Flags:

- The vision is to implement ITIL (it's the cool thing to do)
- My boss said I need to get ITIL and bring it in
- Sponsor: They will do the process just because I told them to or because it just makes sense
- We believe in a best of breed approach and will integrate the separate tools as needed
- We are going to create a process center of excellence based on best practice and leave it up to each organization to police themselves on how, when and what they do



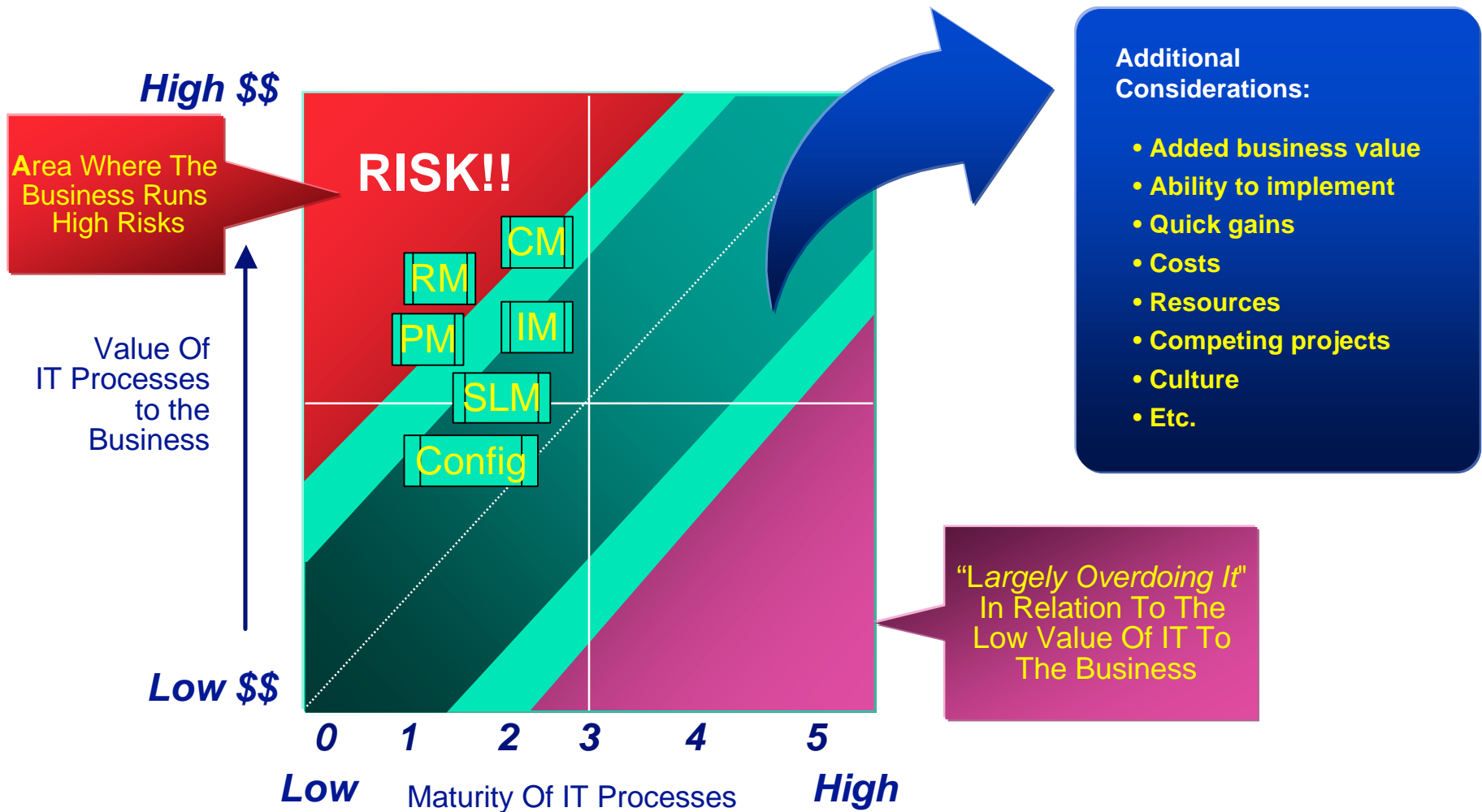
Questions so far?



Process Sequencing Considerations

- IT's role is to support, control and manage defined IT services for the business customer
- Certain processes are customer facing while others occur behind the scenes
- Certain processes are dependent on others to be effective
- Uncontrolled and unplanned changes have an adverse effect on service delivery
- It is difficult, if not impossible, to plan for or become proactive in service delivery unless IT has defined what services it provides at what levels
- Service Improvement Projects will occur in parallel if resources permit

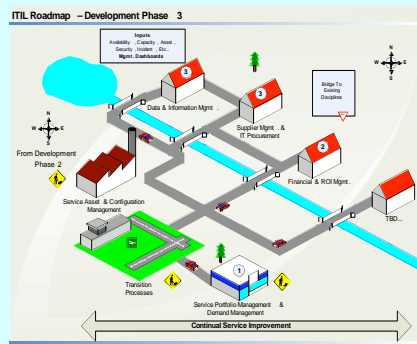
Maturity & Risk Considerations



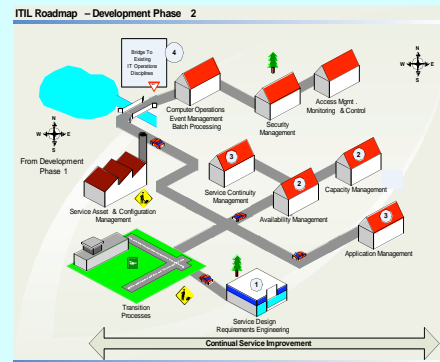
ITSM Adoption Occurs Right To Left



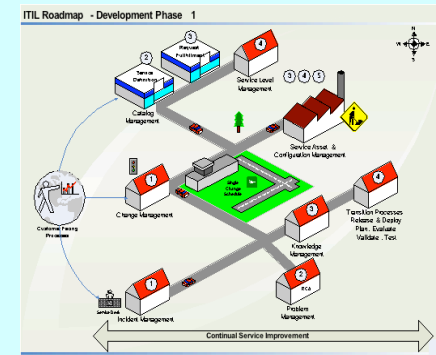
Dev. Phase 3



Dev. Phase 2

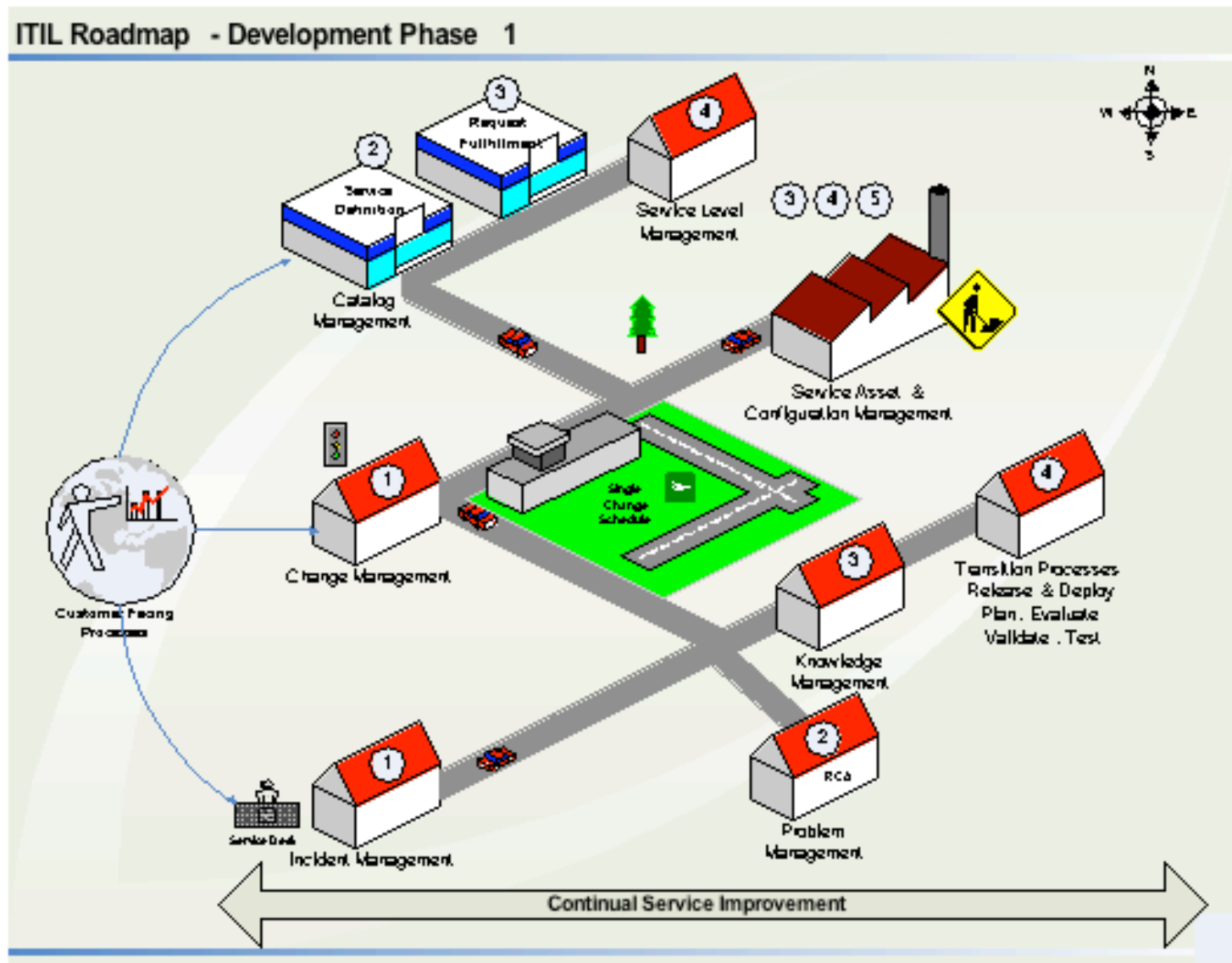


Dev. Phase 1



Rome was not built in a day, nor will be your ITSM program!

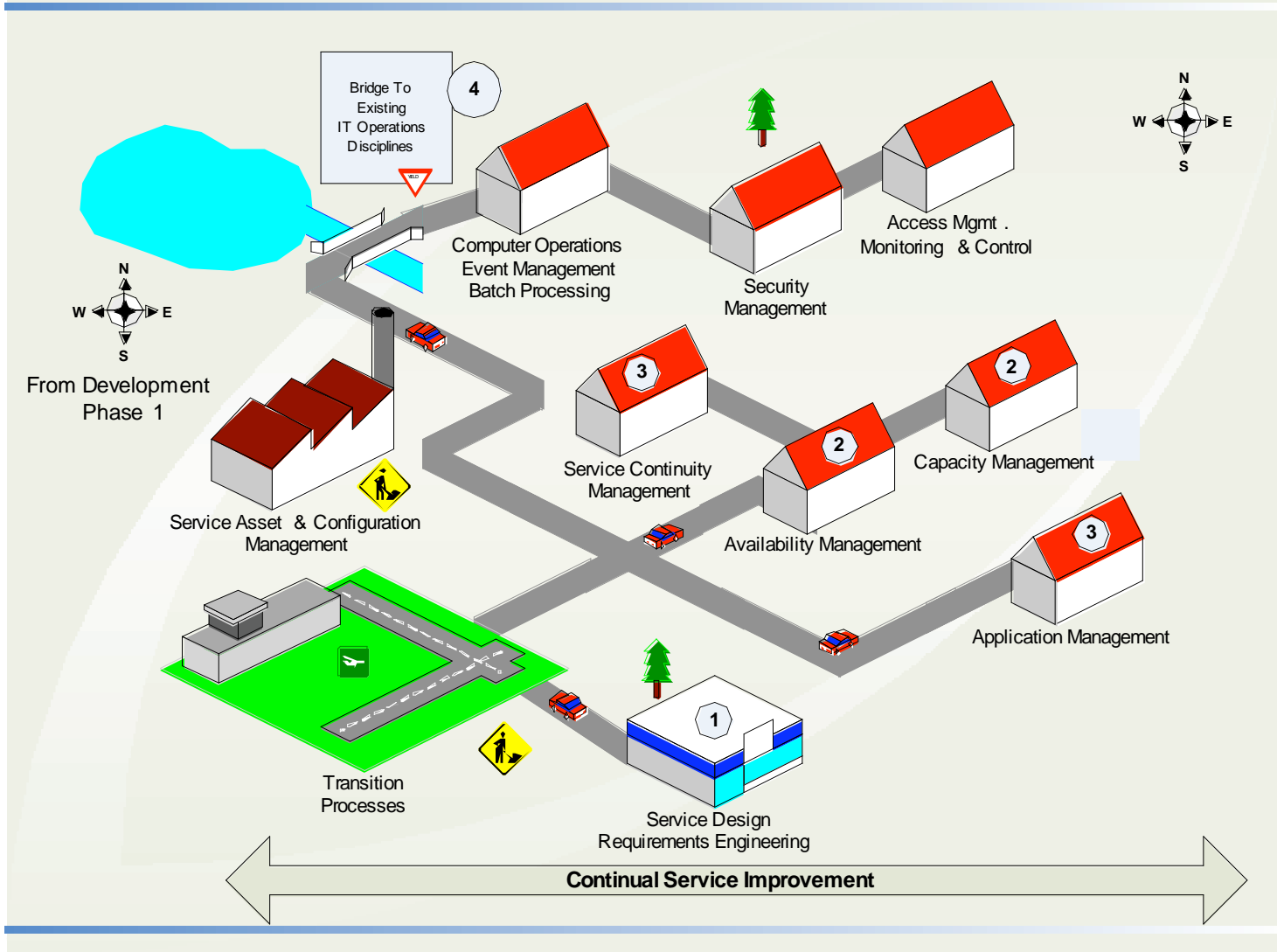
Suggested Implementation Order - One





Suggested Implementation Order - Two

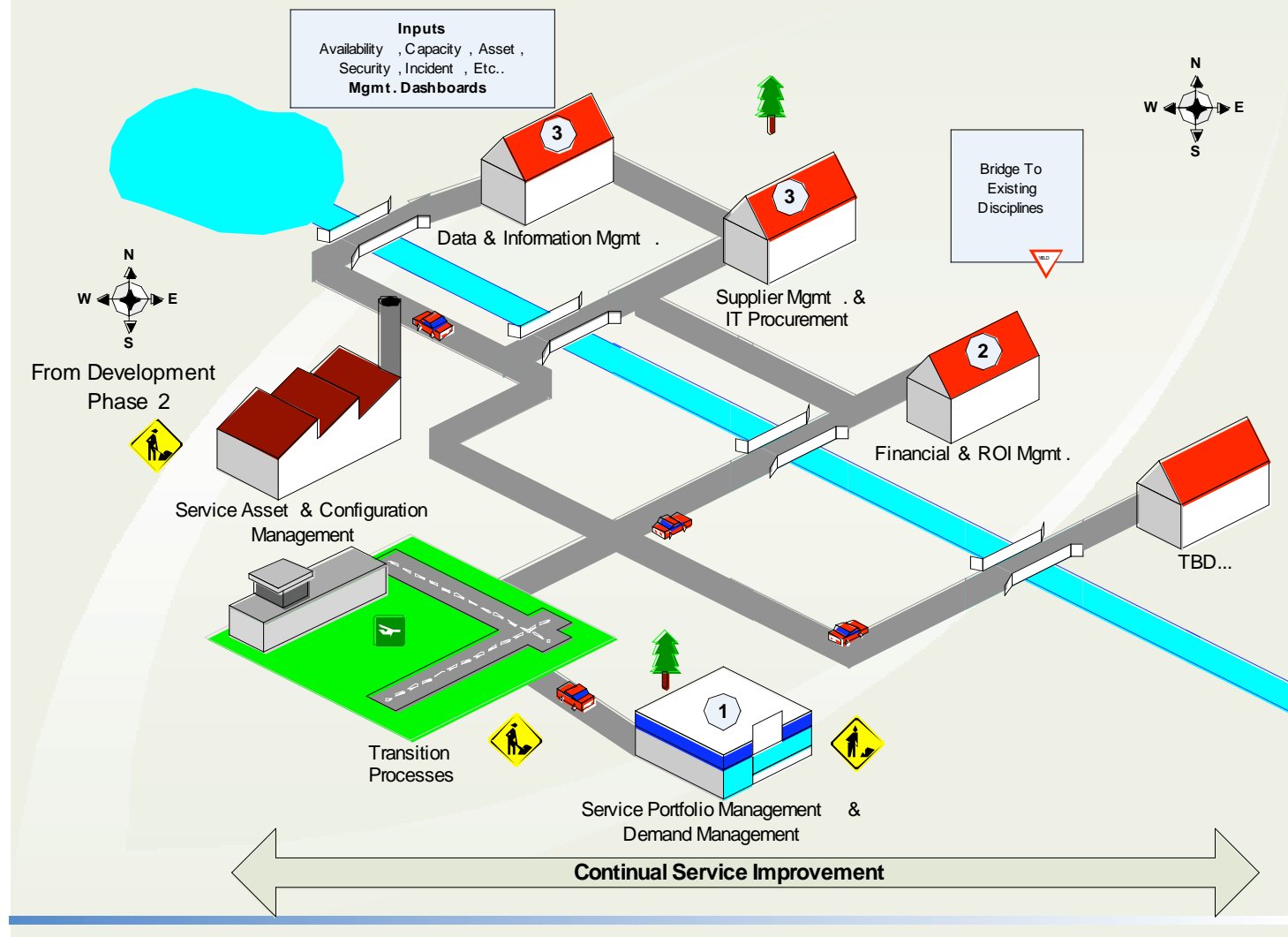
ITIL Roadmap – Development Phase 2



Suggested Implementation Order - Three

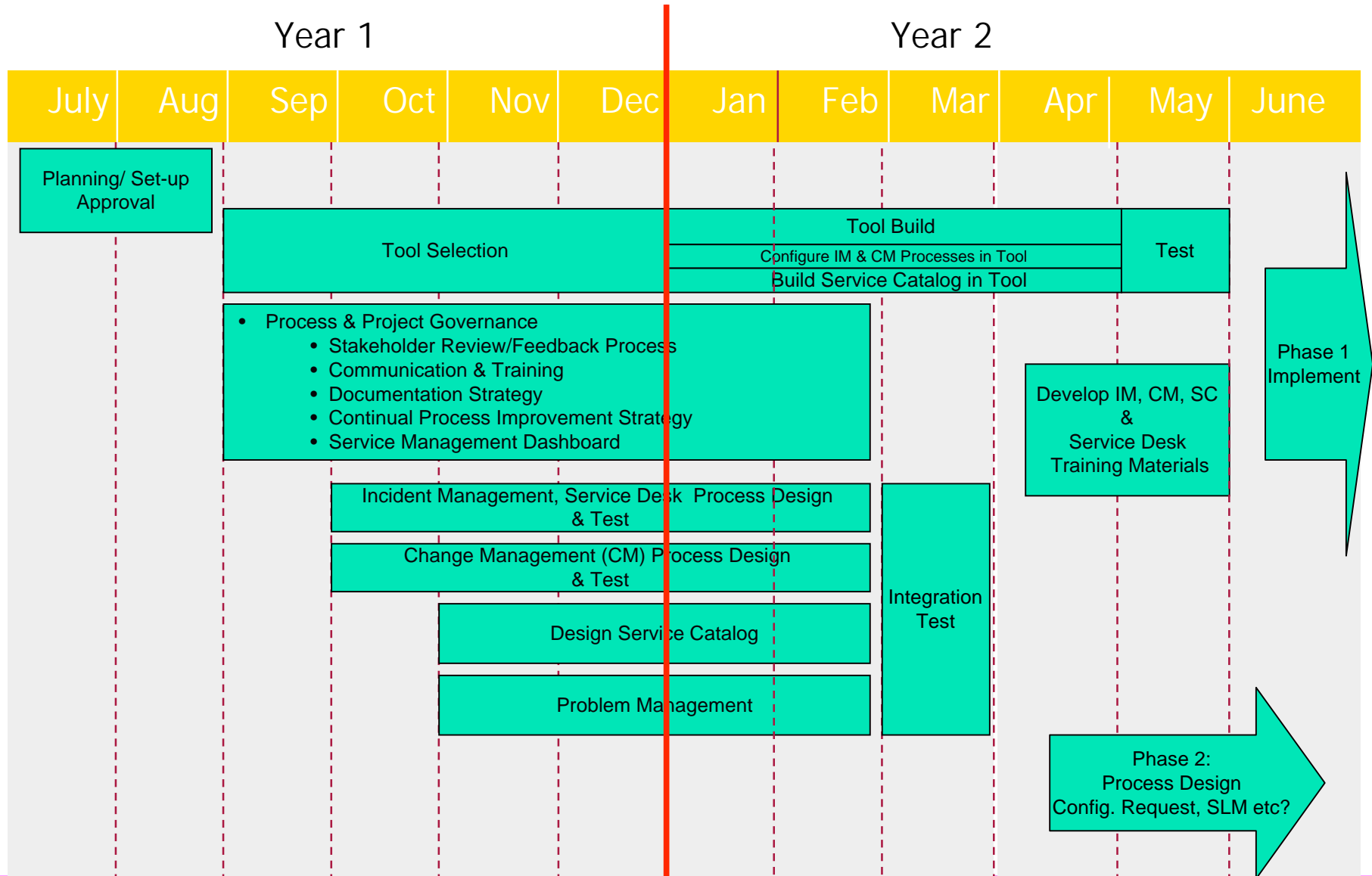


ITIL Roadmap – Development Phase 3

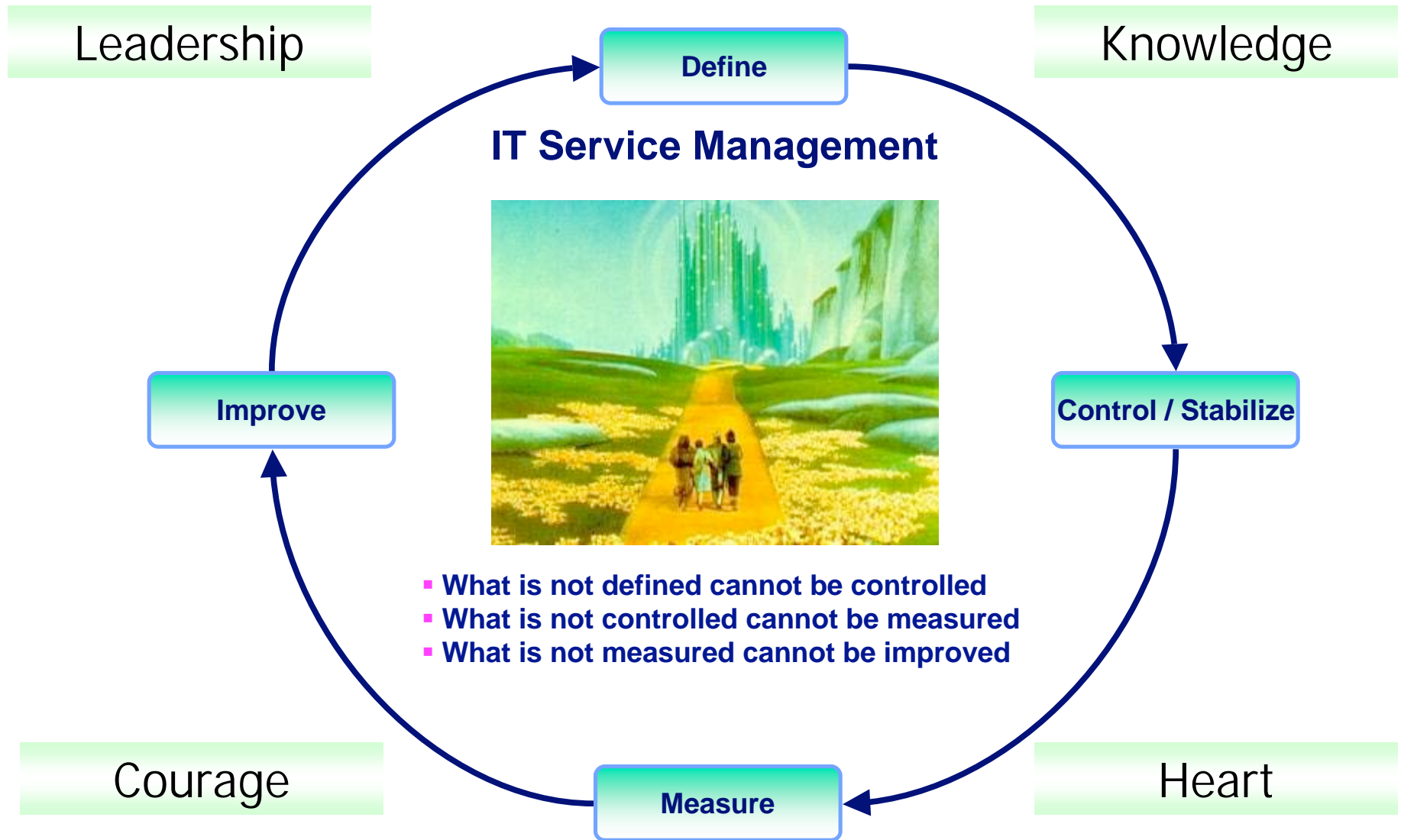




Example Timeline



Continual Service Improvement





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1. Sign-up for Pink Elephant's free best practice bi-weekly publication - PinkLink
2. Click on the BLOGS link to access free resources on ITIL V3