



Organization Transformation: Do you have a story?

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Discussion Points



- Review Meeting Objectives
- Explore the Frameworks
 - ITSM Continual Service Improvement (CSI)
 - Organization Change Management (OCM)
- In my experience...
- Group Discussion → Do you have a story?
- Wrap Up

Meeting Objectives



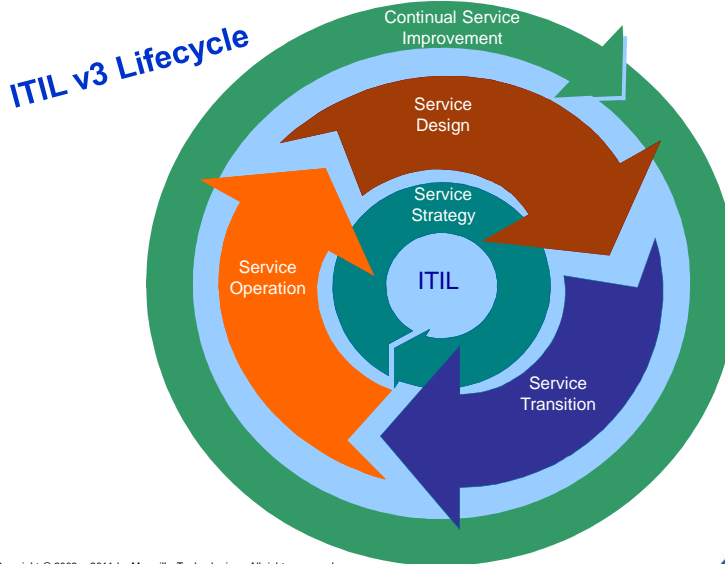
1. Share experiences with organization change initiatives
 - A. Talk about the “triggers” for the change
 - B. Discuss strategies, outcomes, lessons learned, etc.

2. Considering current organization change initiatives impacting us right now...
 - A. Walk away with a better understanding of why some things might be happening
 - B. Get some ideas on what we can do to make a difference

- ITSM Continual Service Improvement (CSI)
- Organization Change Management (OCM)

EXPLORE THE FRAMEWORKS

When IT leads the transformation...



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Continual Service Improvement



Maintain value for customers through the continual evaluation and improvement in the quality of services and the overall maturity of the ITSM service lifecycle and underlying processes.

- Goal: To align and realign IT services to changing business needs.
- Objectives
 - Review, analyze and recommend improvement opportunities in each lifecycle phase
 - Review, analyze service level achievements
 - Implement activities to improve service quality and customer satisfaction
 - Improve cost effectiveness of service delivery

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Continual Service Improvement Key Concepts



- 7 Step Improvement Process
 - Define what we should measure
 - Define what we can measure
 - Gather the data
 - Process the data
 - Analyze the data
 - Present the data
 - Implement corrective action

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Continual Service Improvement Benefits

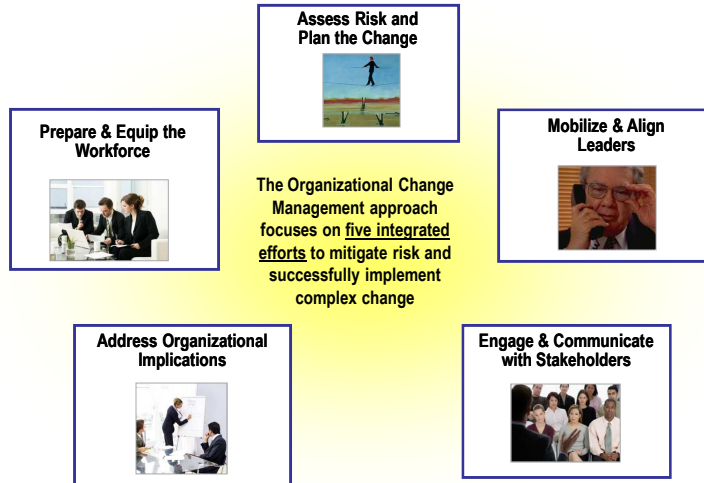


- Measurable increase in improvement
- Actual gains achieved through realizing improvement
- Return on investment
- Value on investment
- Soft benefits
 - Increased organizational competency
 - Integration between people and processes
 - Reduction of redundancy
 - Assured regulatory compliance
 - Ability to react to the need for change more rapidly

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What is OCM? Change Enablement



Components of Change Enablement



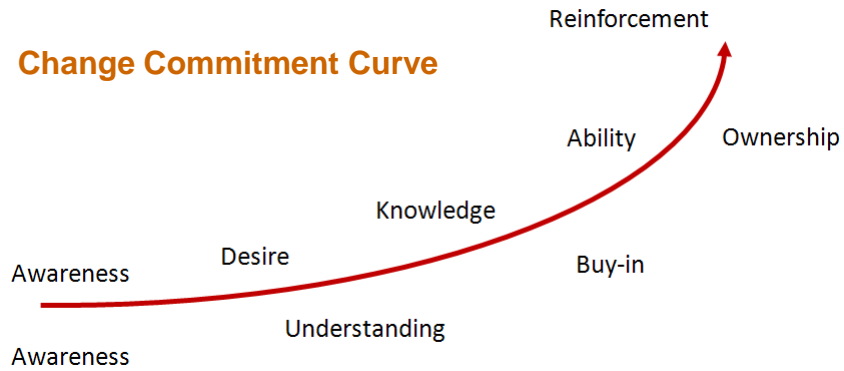
To engage people in change on an emotional and rational level, and thus realize the maximum possible benefits from change programs, three different areas of Change Planning need to be covered:

Executive Engagement	Ensuring that the vision and end-point are clearly articulated and understood by all, and that leaders are actively engaged and are leading their people through the change.
Transformation	Transforming the way people work – ensuring that individuals adopt and own the new processes, technology and ways of working associated with the change program.
Change Enablement	Effectively enabling business change to ensure that individuals receive the support and development they need through the program, and equipping the workforce to respond positively to the program of change as well as to fulfill their roles and responsibilities in the future world.

Understanding Personal Commitment



Change Commitment Curve



Change Enablement Issues



How will my job change?

Who will I report to?

What decisions do I have to make?

What's in it for me?

Who will I work with?

When will the change impact me?

How will my co-workers be effected?

How will my performance be measured?

What new skills do I need?

Why should I care?

Will this change be as difficult as the last change?

They are of a very personal, individual nature.

During times of change, employees focus:

1st, personal implications of the change

Distant 2nd, organizational implications

Employees may or may not ask these questions out loud, but more often than not they are thinking them.

The process for answering the questions is as important as the answers themselves.

Change Enablement Threats to Success



- Failure to proactively address **culture and change resistance** issues
- Lack of appropriate functional and executive **sponsorship**
- Unrealistic **schedules** and/or budgets
- Failure to perform a formal **risk management** assessment to identify requirements and potential shortfalls
- Lack of **consensus** on the approach, timing and benefits of all projects
- Not assessing the full **resource requirements** against potentially competing demands
- Assigning available but **under-qualified** resources to activities
- Failure to adequately factor **externally performed tasks**
- Failure to break projects into **manageable subcomponents**
- Failure to **standardize** project management and project methodologies

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Is Change That Difficult?



Change Works...
Sometimes.

The difference is
people – and how
they are led.



"Change or Die" by Alan Deutschman, Senior Editor at *Fast Company* – 2005 article

According to the Dean of Johns Hopkins Medical Research Center, cardiac patients just after a bypass are told "You're in a change or die situation... you have to switch to a much healthier lifestyle or you're going to be killed by this terrible disease that you have. And even when doctors tell these patients you have to change or die, study after study has shown that two years later, **nine out of ten of the heart patients have not changed.**"

Even in the change or die situation most people can't change.

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Scenario #1: ISO 9001:2000 Certification Initiative
Scenario #2: Establish a New Service Desk

IN MY EXPERIENCE...

Scenario #1: ISO 9001:2000 Certification Initiative



Background:

- Services Industry
- Political Culture with little, existing governance
- Shared Infrastructure Teams – Applications out of scope
- Lots of Silos in IT
- Existing processes were not documented or shared
- Discuss my Roles & Responsibilities

Scenario #1: *My Strategies*



1. Understand The Vision & The Leaders' Perspectives

- Stakeholder Management

2. Evaluate my role and identify synergies

- Be a Change Agent → Find a Mentor & Be a Coach
- Understand Scope, Roles, and Expectations
- Lead process development & partnered with Executive Leader
- Formulate my vision for ITSM to align with ISO 9001:2000

It's not about the technology...
It's about THE PEOPLE

Scenario #1: *Outcomes & Lessons Learned*



1. Outcomes

- a) ISO Certification Achieved
- b) ITSM Program Initiated with Key Leaders promoting it

2. Lessons Learned

- Leaders have to have the vision... be their idea... they have to lead the effort
- Strength in Numbers → Identify numerous Champions
- Establish a Formal Communications Program
 - Champions can assist with material preparation & distribution
 - Same message repeated multiple ways
- CSI and OCM is on-going → Build repeatable structures for execution



***Any questions or things
you want to discuss about
this scenario?***



**Scenario #2:
*Establish a New Service Desk***



Background:

- Healthcare Industry
- People-focused Culture with existing governance models
- “Must Do” Initiative with Schedule being Top Priority
- ITSM Processes were documented
- New Service Desk Facility, Phone System, Desktop Equipment, & New Team
- Discuss my Roles & Responsibilities

Scenario #2: *My Strategies*



1. Understand The Vision & The Leaders' Perspectives

- Build Trust and Deliver Results
- Think about how I can make a difference

2. Lead by Example

- Communicate Direction, Scope, Timelines, and Expectations by Role
- Be Present and Engaging
- Try to Inspire People to be their Best

It's not about the technology...
It's about THE PEOPLE

Scenario #2: *Outcomes & Lessons Learned*



1. Outcomes

- a) VERY Successful Program
- b) Majority of Staff Excited to Be There

2. Lessons Learned

- Leaders have to have the vision... be their idea... they have to lead the effort
- Trust-based relationships is critical
- People rise to the occasion when they feel appreciated
- People work hard when they understand their role
- Not everybody is an "A" player, but everybody deserves a chance



*Any questions or things
you want to discuss about
this scenario?*



Group Discussion

DO YOU HAVE A STORY?



Thank you for your time!

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