

6TH itSMF South East Europe Conference



The ISM Method

Designing and Transforming IT Organizations with ITIL Practices

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Inform-IT, Knowledge Center for IT Management



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- Director of Inform-IT
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The ISM Method



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A 45' story



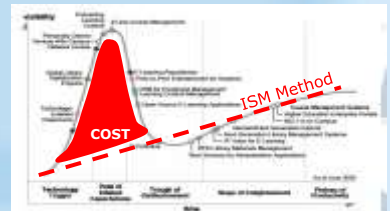
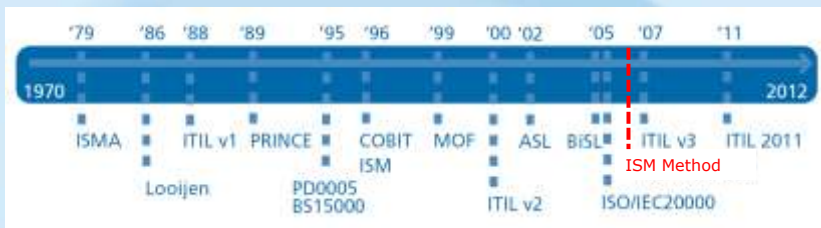
Only this one is real....

1. The Hype
2. The Problem
3. The Playing Field
4. The Players
5. The Rules of the Game
6. Playing the Game
7. How to win
8. The Big Question
9. The Solution
10. Questions?

The Hype



In 30 years we've seen the rise of many frameworks



The Problem



ITIL projects have mostly failed for 20 years

We all know that "implementing ITIL*" is doomed to fail. * ASL, BSL, COBIT, TOGAF, MOF, MSF, FITS, etc.

WHY IS THAT?

Nr 1 reason: frameworks are based on *best practices*... Which means they are "outside" frameworks. Consultants then implement "outside requirements". And the problem is caused by the inside.

WE NEED TO CURE THE PATIENT

The Playing Field


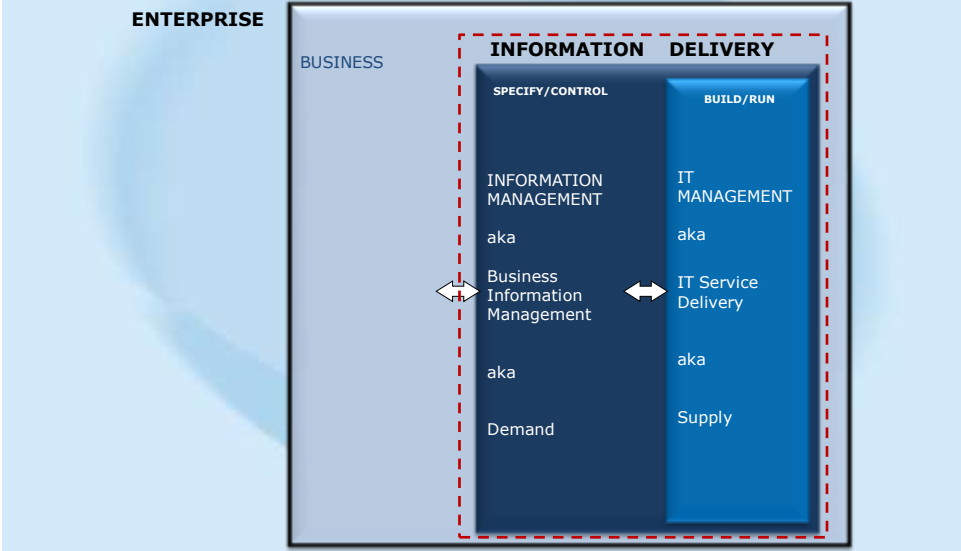


Assignment: "how to turn an agreement into a proven delivery"



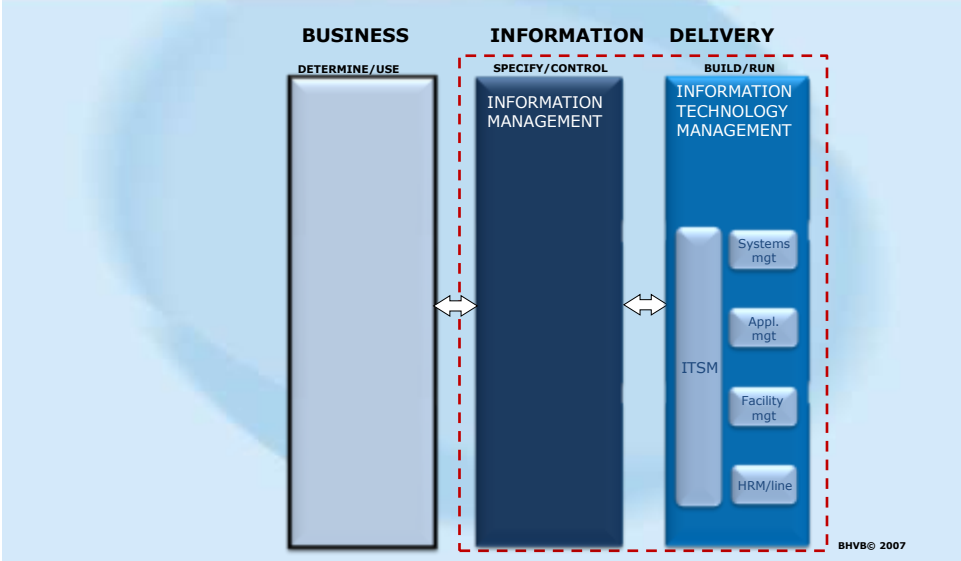
The Playing Field

Separation of duties

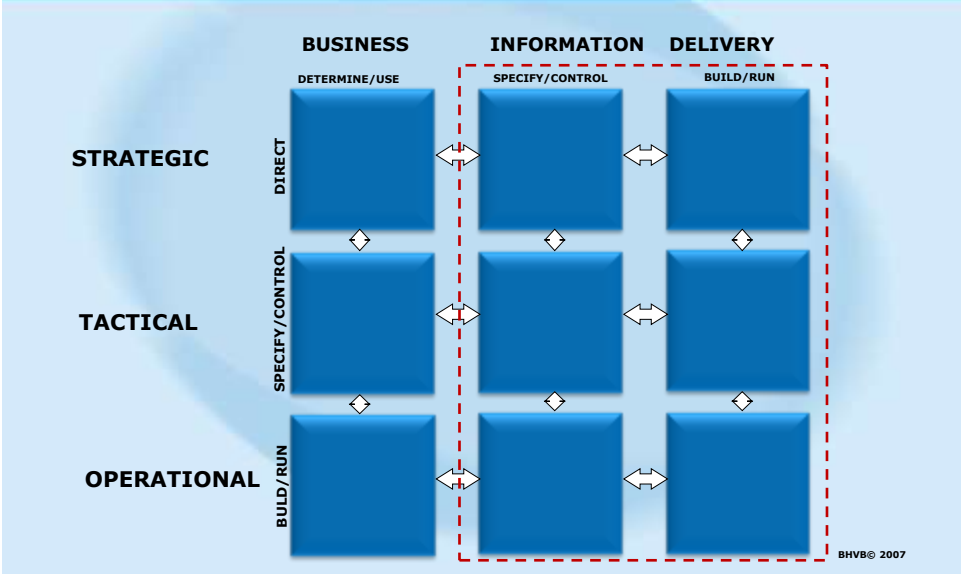
The Playing Field

Major disciplines in the IT Management domain

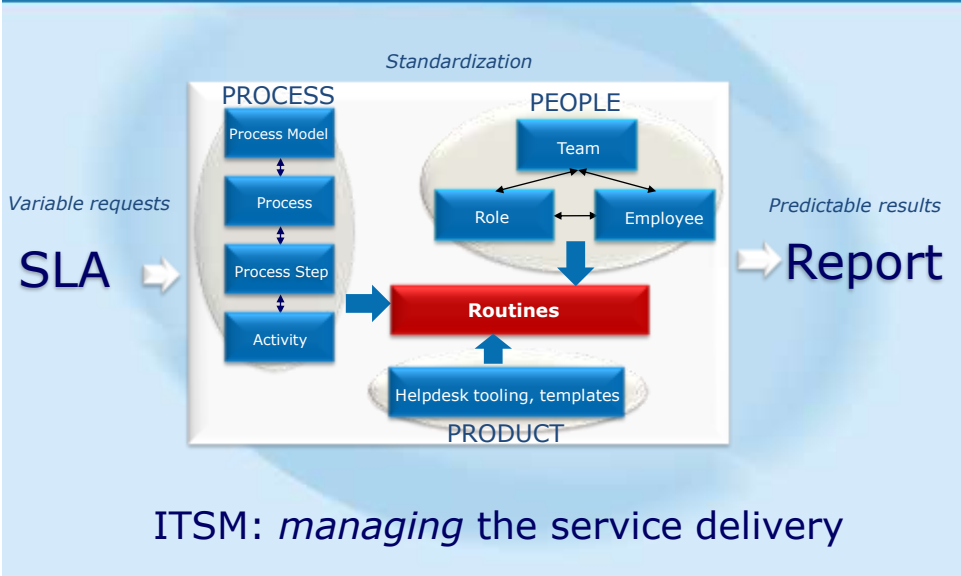
The Playing Field

Responsibility domains in the 'SAME' - Strategic Alignment Model Enhanced



The Rules of the Game

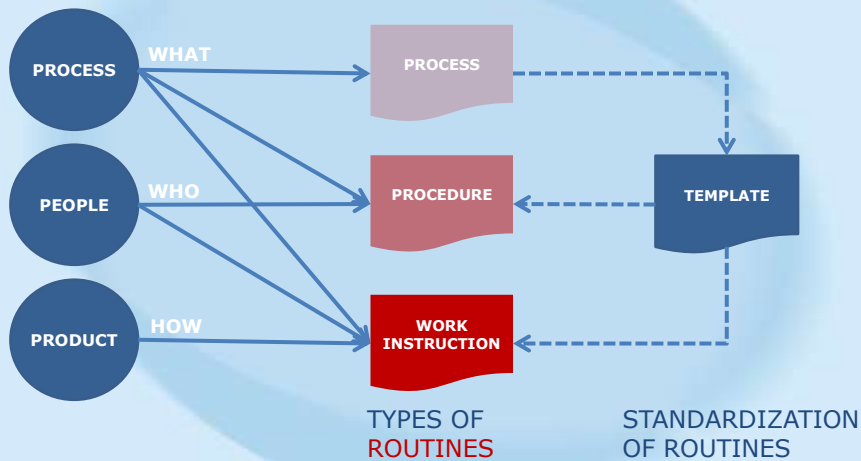
The ISM Relationship Model: managing the organization = managing the routines



How do you develop Routines?



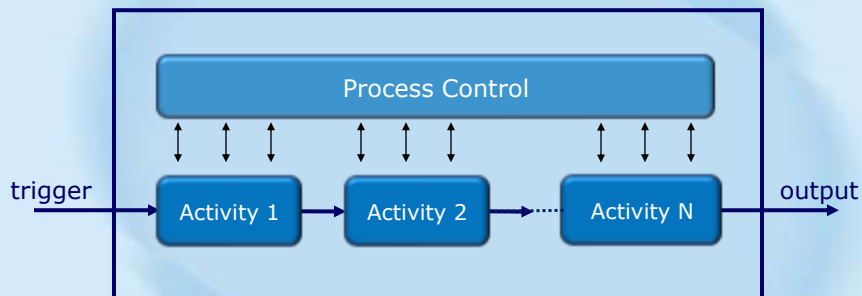
Apply the People/Process/Product paradigm to develop routines



The fundament of all Routines



Worldwide uniform definition of Process



ISO: "A **sequence** of interrelated or **interacting activities**, transforming **inputs** into **outputs**, designed to accomplish a defined business **objective**, in a **measurable** and **repeatable** manner."

Or simpler, in ISM: "A goal-oriented organization of *activities*."

Verbs!

Process models



Pure processes support integrated process models



[Teodora Bozheva](#) • Last Wednesday in the LinkedIn Group **CMM Integrated**:

"I wonder what effects do you expect to see in the organizations, if we substitute Organizational Process Focus (OPF) by Organizational Workflow Focus?"

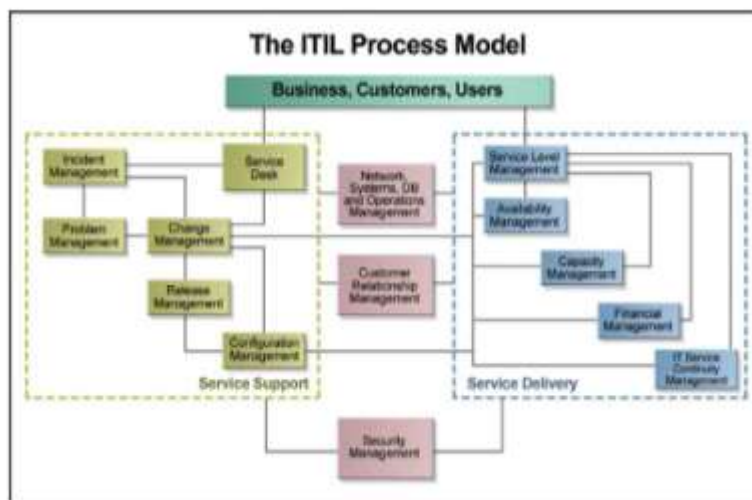


[Jan Wijninckx](#) • Not sure what you mean by Organizational Workflow Focus. There is no such thing in the CMMI.



[Alan S Koch](#) • ****GREAT**** observations, @Teodora! And I believe you are right that the CMMI doesn't really address it. Now that I think about it, I see that I have always filled that gap myself by defining super-processes (e.g. Product Development Process) that subsume and align the smaller processes (Requirements Development, Product Design ...) **It never ends up being a clean hierarchy**, but it works as a way to cure the ills @Teodora points to!"

An ITIL V2 'process model'



Additional resources: [ITIL V2, Office of Government Commerce \(poc\) - making the Ministry's Software \(ITIL\) to work \(pp68\)](#)

An ITIL V3 'process model'



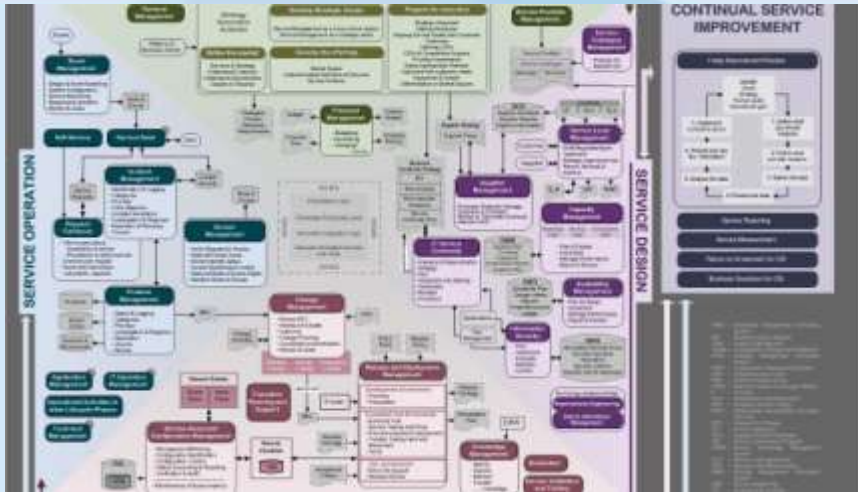
Or perhaps a more meaningful model?



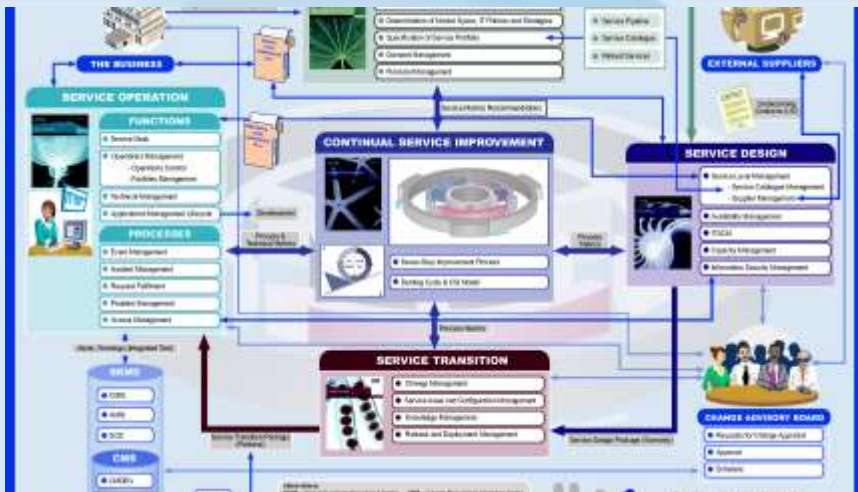
More complex. Yes, but more meaningful?



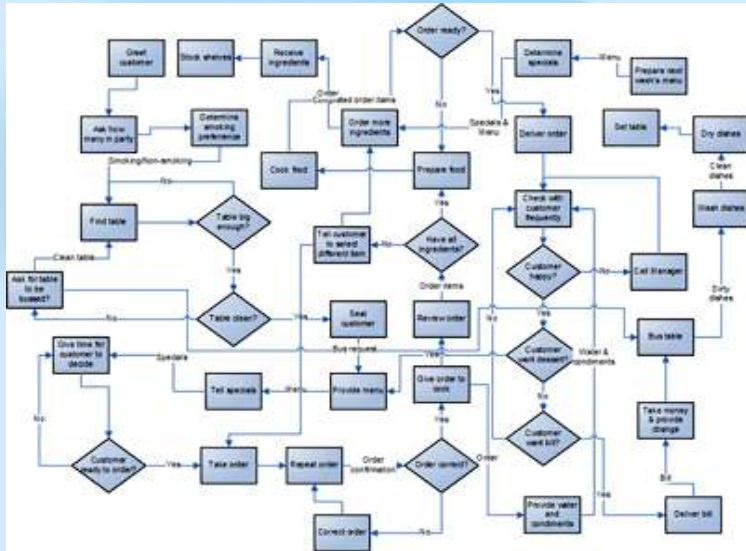
Or what about this?



Is this a process model?



And what about this?



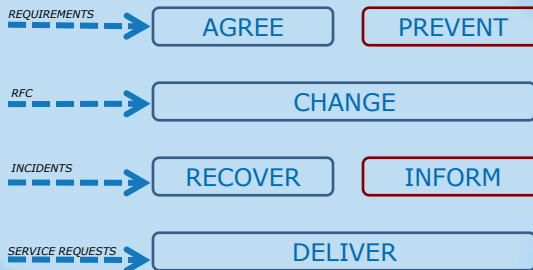
Integrating the Rules

A universal process model: pure, simple, integrated, complete, and compatible with ITIL



What should any Service Organization do?

Verbs!



Integrating the Rules



A universal process model: pure, simple, integrated, complete, and compatible with ITIL

What should any Service Organization do?

Verbs!



What about Release Mgt?

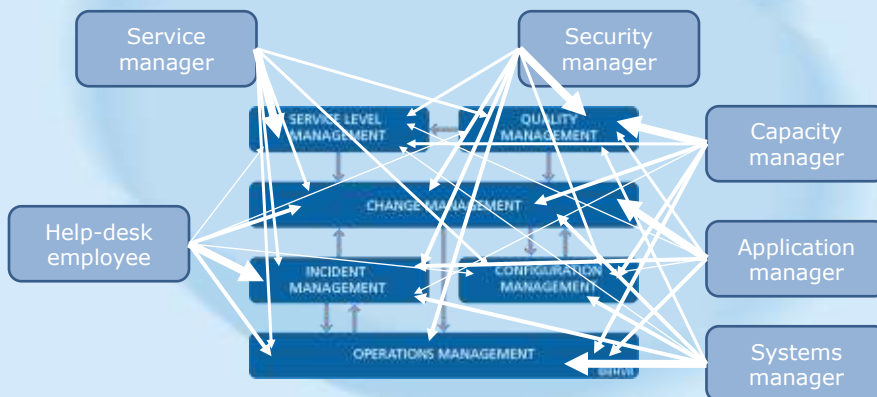
What about Security Management, Capacity Management, Continuity Management, Financial Management, etc.?

More Players



Functions: a mix of people, process and product

"A *function* is a component of an organization that specializes in the performance of a particular type of work and that is responsible for specific end results."

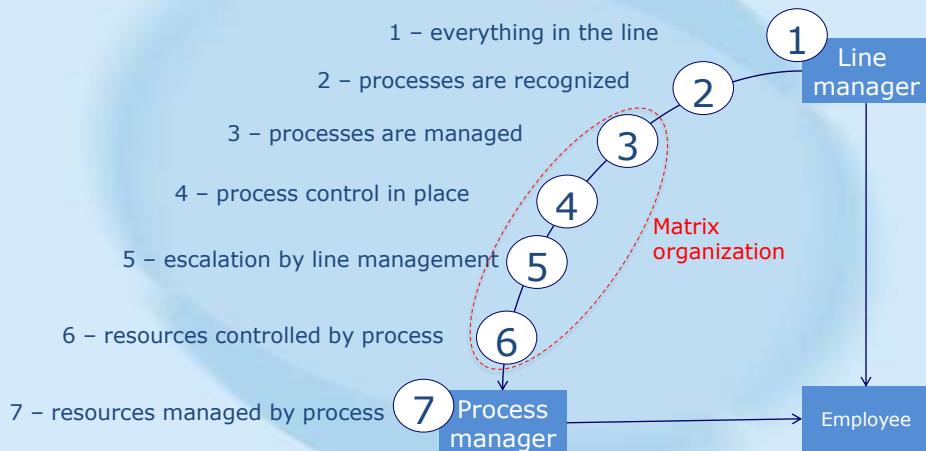


"Functions use all processes."

The roles of Players (the PMM model)



Balancing power between Line and Process management



Source: Process Management Matrix, variations in process management ©BHVb

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Playing the Game



Tools should support the execution of the Routines

- Service delivery is managed through routines
- Routines need to be simple
- Routines need to be supported by tools
- Tools need to be integrated:
 - Tools for the Playing Field and for the Rules of the Game
 - BPM tools, e.g. MAVIM Rules, BPMone, Casewise, ARIS, Navvia
 - Tools for playing the Game
 - ITSM tools, e.g. TOPdesk, Service-now, ManageEngine, EasyVista
 - Tools for managing the infrastructure
 - System mgt tools, e.g. VMware, Kaseya, LANDesk, MicroSoft

Winning the Game



When do you score your goals? What is "success"?

- Again, more Players:
 - The Board is the Referee
 - The Customer is the Audience
- Success means:
 - Financial results
 - Customer satisfaction

Requirements for Success



What do you need?

- Clearly defined Playing Field
- Full understanding of the Rules of the Game
- The best trained Players
- An integrated set of tools that support the Game
- And sometimes – a temporary Coach

The Big Question



If you're going for an ISO20000 Certificate....

- Do you have all that?
- And if not: do you have the time to find it out by yourself?
- And do you have the money to pay for the development?

Inventing the wheel...

is known to be **ineffective...**
and very **expensive**

The Solution



This is where the Dutch ISM Method comes in: the new Standard for ITSM

- Because we all play the same Game
- The Rules are always the same
- The organizational change is always the same (level 1 => level 5)
- Your Processes are the same as your neighbour's
- Your Players are different, as well as your own Stadion, but
The GAME is the SAME
- And if the Game is the same, the solution can be the same

A new Dutch Standard



The ISM Method® (Integrated Service Management)

- Not for ITIL, COBIT, or any ISO standard...
- But for setting up the *management organization* that *applies* best practices from ITIL or any other source you like
- To be certified against ISO20000 or any other standard of your choice
- In a default project:
 - In 13 weeks all instruments are in place, using your own set of tools
 - In 6-9 months, the organization is coached in becoming a self-learning ever-improving organization
 - Improvement goals can be set by the organization
 - ISO20000 can be (one of) the goal(s)

Astonishing results



- Less discussion, better results
 - Significant efficiency improvement
 - Significant performance improvement
 - Far better use of their tooling
 - Better reporting creates more grip
 - Cost reduction or quality improvement
 - Higher customer satisfaction & employee satisfaction
 - Increased flexibility, responding to new requirements
- Most benefits found in the Business
- Certification against any standard is an option
- This result is now within reach for all

Cross-reference ISM – ISO20000



By default, ISM covers 27 of 39 requirements of Part 1, and 116 of 165 req. of Part 2



Requirements in ISO20000-1	
PDCA	
4.1.1 Management commitment	
4.1.2 Service management policy	
4.1.3 Authority, responsibility and communication	
4.1.4 Management representative	
4.2 Governance of processes operated by other parties	
4.3.1 Establish and maintain documents	
4.3.2 Control of documents	
4.3.3 Control of records	
4.4.1 Provision of resources	
4.4.2 Human resources	
4.5.1 Define scope	
4.5.2 Plan the SMS (Plan)	
4.5.3 Implement and operate the SMS (Do)	
4.5.4.1 General	
4.5.4.2 Internal audit	
4.5.4.3 Management review	
4.5.5.1 General	
4.5.5.2 Management of improvements	
5.1 General	
5.2 Plan new or changed services	
5.3 Design and development of new or changed services	
5.4 Transition of new or changed services	
6.1 Service level management	
6.2 Service reporting	
6.3.1 Service continuity and availability requirements	
6.3.2 Service continuity and availability plans	
6.3.3 Service continuity and availability monitoring and testing	
6.4 Budgeting and accounting for services	
6.5 Capacity management	
6.6.1 Information security policy	
6.6.2 Information security controls	
6.6.3 Information security changes and incidents	
7.1 Business relationship management	
7.2 Supplier management	
8.1 Incident and service request management	
8.2 Problem management	
9.1 Configuration management	
9.2 Change management	
9.3 Release and deployment management	

ISO20000-1: 27: covered in the standard introduction of ISM
 12: can be covered by applying ISM to this topic

ISO20000-2: 116: covered in the standard introduction of ISM
 49: can be covered by applying ISM to this topic

References



ISM works in small and large organizations, in any line of business



Questions?



For more information, please read the books below, or visit the website

www.ISMportal.nl/en

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Thank you for your attention!