



The IT Service Management Lifecycle and Achieving Cultural Change in IT Organizations

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For the Director of Enterprise IT Services
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- Introduce IT Service Management
- Review the IT Service Lifecycle, based on ITIL®
- Introduce Organizational Culture
- The Change Process
- Leaders' Influence on Culture
- Resistance to (any) Change
- Steps to Changing Culture

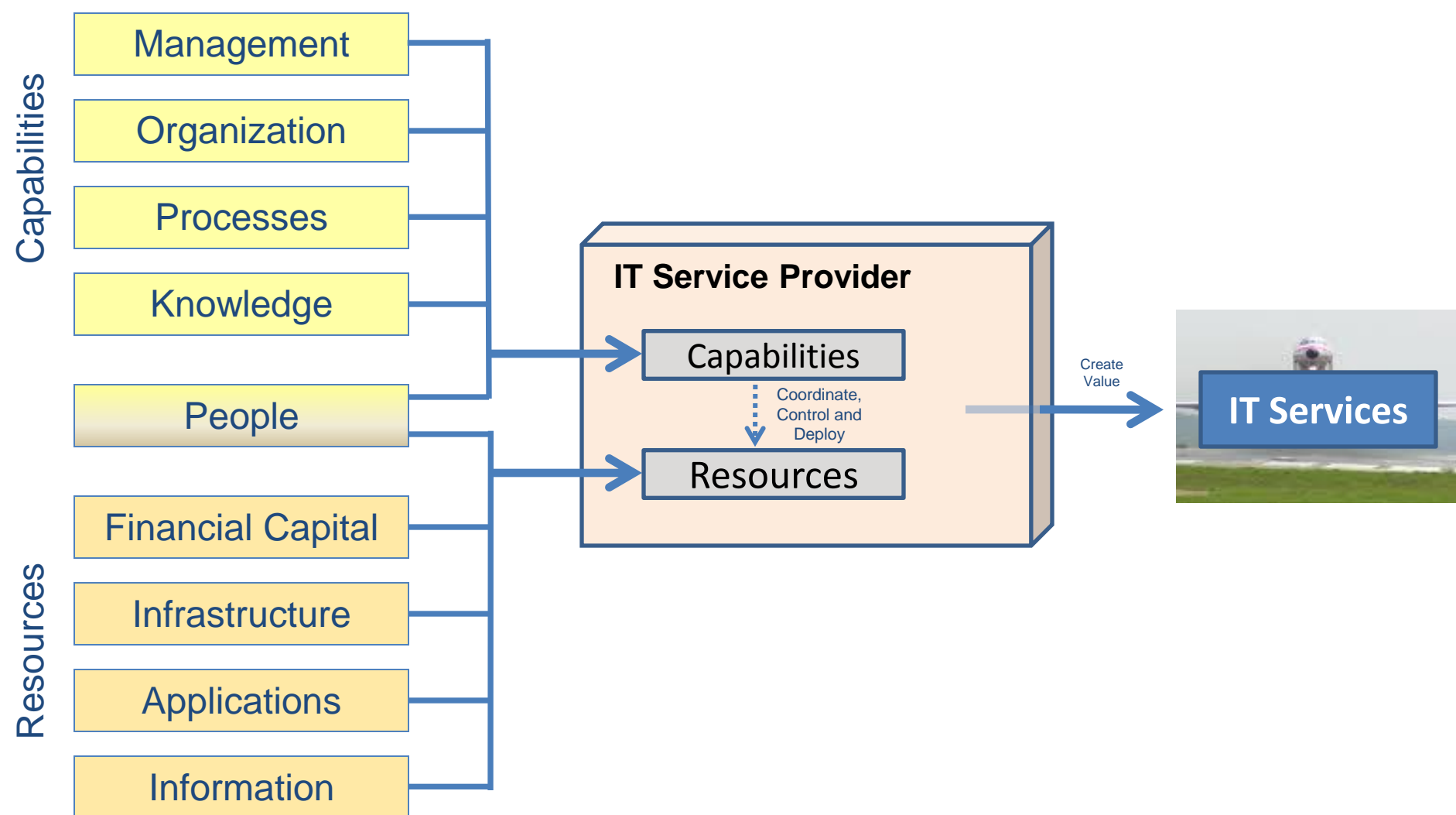
The collection of highly specialized organizational *capabilities* used to deliver *value* to customers in the form of *services*.

- Capabilities
 - Management
 - Organization
 - Processes
 - Knowledge
 - People

Value = $f(\text{Utility} + \text{Warranty})$
Utility: Fit for Purpose
Warranty: Fit for Use

Service?

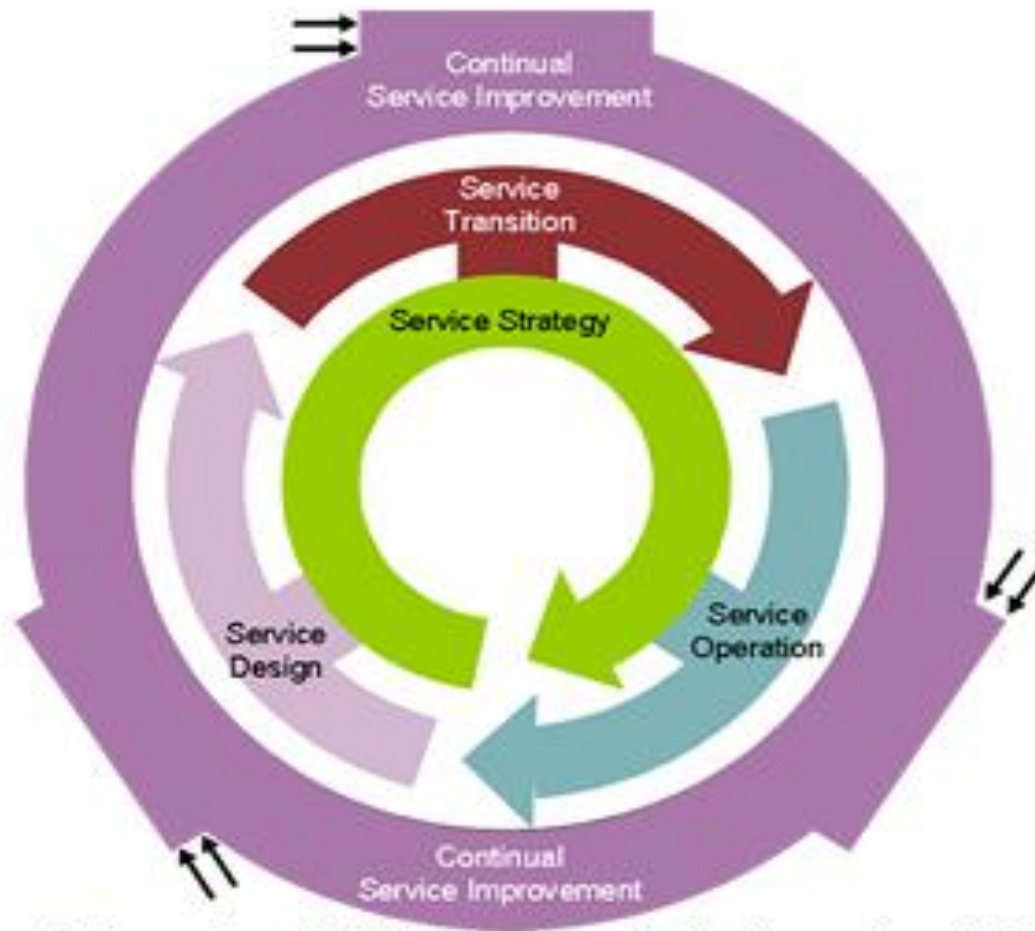
IT Service Management



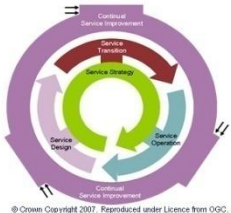
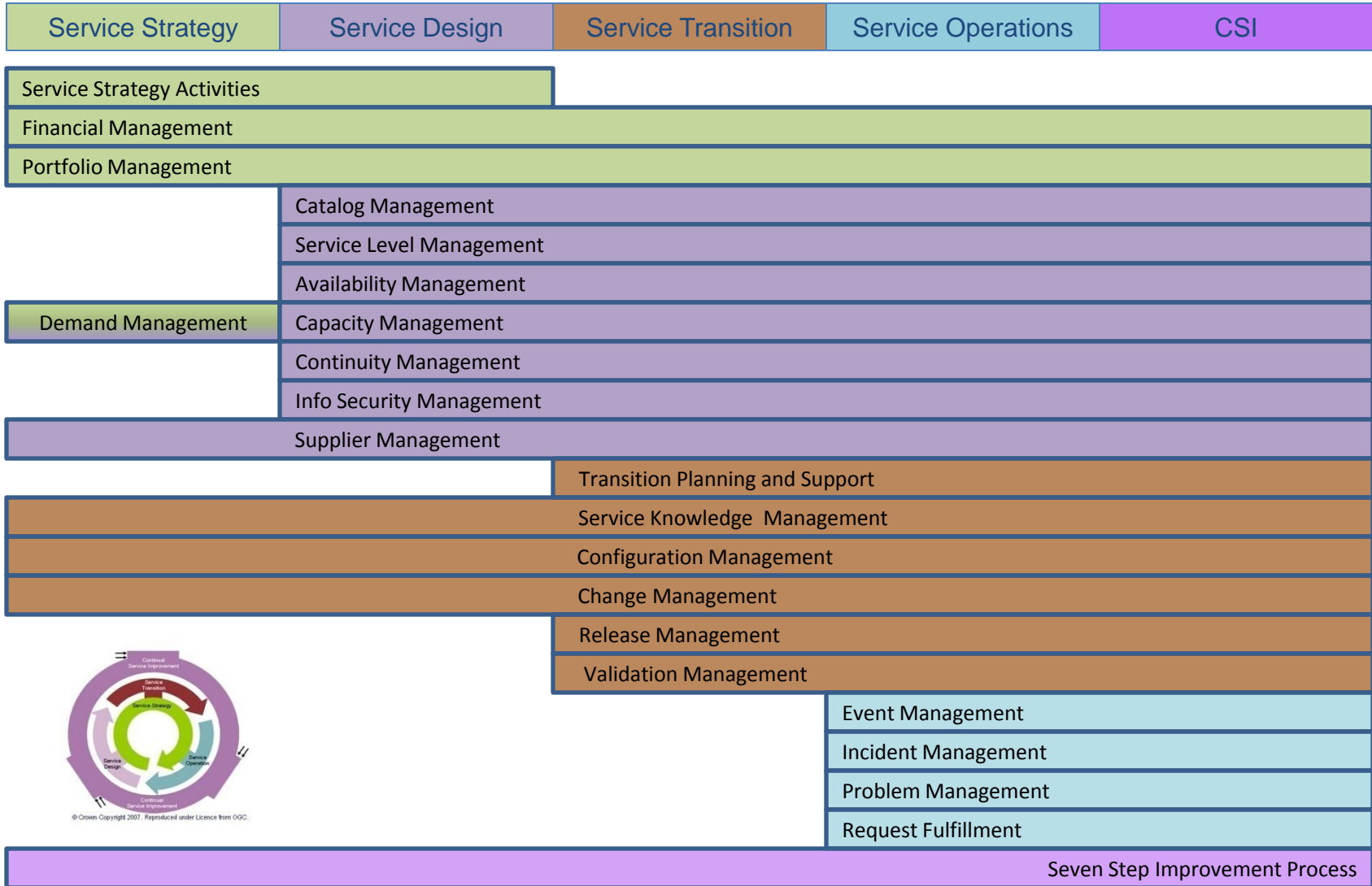
A means of delivering value by facilitating outcomes Customers want to achieve, without the ownership of specific costs and risk.



The Service Lifecycle



The ITIL® Processes



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The next section is targeted at leaders, aspiring leaders, or those with influence over leaders (who, by definition, are leaders themselves).

WARNING: Achieving organizational change is a leadership activity, and should not be attempted by those without the authority to effect change in people's day to day behaviors.

- Carl W. Deputy, 21 July 2010

- Two distinct concepts:
 - Culture
 - Change
- One encompassing concept:
 - Organizational Leadership

Not to be confused with Management

- Implementing (or adopting) Good Practices based on ITIL[®] consists of
 - 20% Process Design or Enhancement (PDCA)
 - 10% Organizational Shift
 - 70% Cultural Change

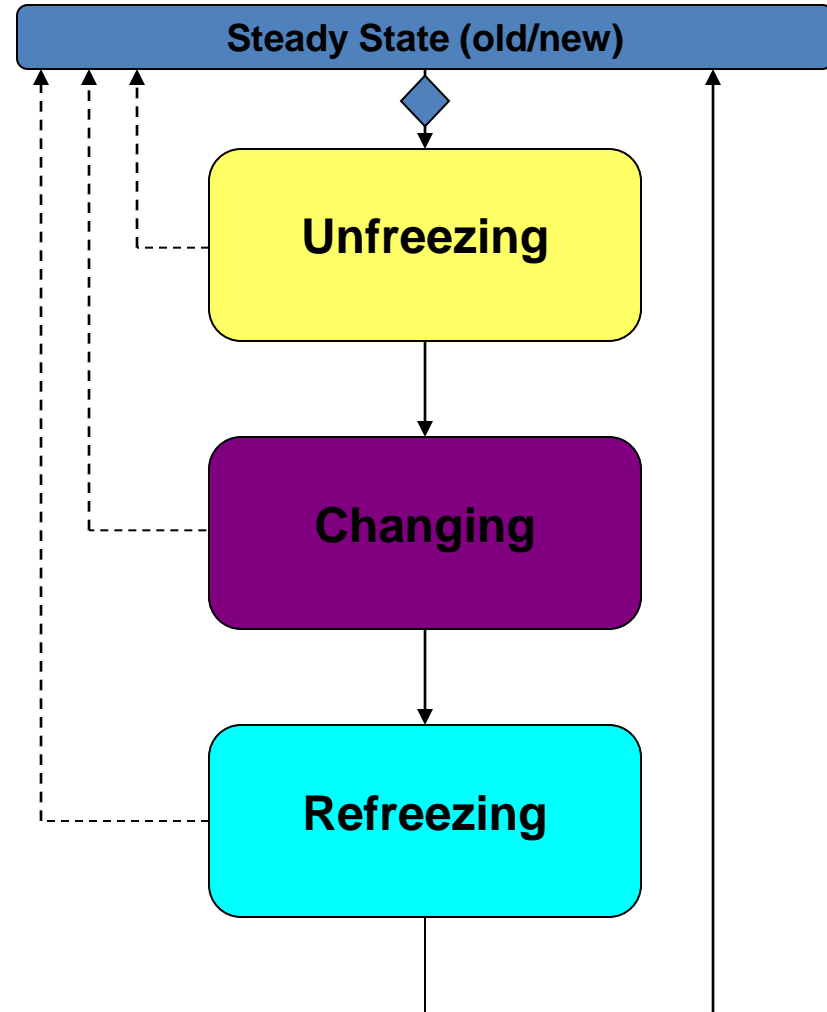
Cultural Change Agent: The *deus ex machina* for your quest for best practices.



- What is Organizational Culture?
 - The collection of shared assumptions and underlying beliefs held by members of the organization.
 - Espoused Values do not (necessarily) contribute to culture.
- What is Change?
 - Moving from one defined state to another.

- Changing Culture is dispensing with old beliefs and tendencies towards behaviors, and instilling or inculcating new ones.

- Unfreezing
 - Realization of required change
 - Crisis
 - Threats or opportunities
 - “Prepare the soil”
- Changing
 - Look for new ways
 - CBA, ROI
 - Program and Project plans
 - Select a promising approach
 - Implementation of new ways
- Refreezing
 - Governance
 - Institutionalizing new ways



- Change Approaches
 - Increase driving forces toward change
 - Increase incentive, use positional power
 - Reduce constraining forces that create resistance
 - Remove or mitigate the “Resistors”
- Cautions
 - Reactions to Change*
 - Denial
 - Anger
 - Mourning
 - Adaptation





How Leaders Influence Organizational Culture

1. Primary Ways

- **Attention**
- Reactions to Crises
- Role Modeling
- Reward Allocation
- Hiring/Firing Criteria



2. Secondary Ways

- Design of Systems and Procedures
- Design of Organization Structure
- Design of Facilities
- Stories, Legends, and Myths
- Formal Statements



- Symbols, slogans, rituals

- *Omnes Viri* from 1979 USNA



Never underestimate the power of “one” well placed, persistent, and vocal resistor.

The following must be faced, and dealt with positively.

- Lack of Trust
- Belief that Change Is Unnecessary
- Belief that Change Is Not Feasible
- Economic Threats
- Relative High Cost

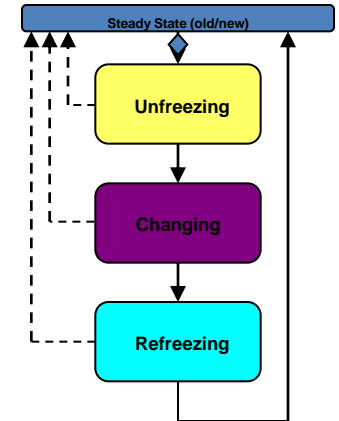


- Fear of Personal Failure
- Loss of Status and Power
- Threat to Values and Ideals
- Resentment of Interference
- Personality/Culture mismatch*



Step 1: Develop a Vision

- Desirable Characteristics
- Elements
- Procedures
 - Involve key stakeholders
 - Identify strategic objectives with wide appeal
 - Identify relevant elements in the old ideology
 - Link the vision to core competencies
 - Evaluate the credibility of the vision
 - Continually assess and refine the vision.



1. Determine who can oppose or facilitate change.
2. Build a broad coalition to support the desired new culture.
3. Fill key positions with competent change agents.
4. Use task forces to guide implementation.

5. Make dramatic, symbolic changes that affect the work.
6. If necessary, implement change initially on a small scale.
7. Change relevant aspects of the organization's structure.
8. Monitor the progress of change.

1. Create a sense of urgency about the need for change. Show the benefits and how the new culture will impact the individual.
2. Prepare people to adjust to the new culture through training and involvement.
3. Help people deal with the pain of change.

4. Provide opportunities for early successes.
5. Keep up the awareness of campaign so that people are informed about the progress.
6. Demonstrate continued commitment to the change.
7. Empower people to implement the change.

- The leader's three prong approach to achieving cultural change

Summary of Actions

Decision

Vision

Baseline

Where do we
want to be?

Are we
there?

Momentum

Leaders Personal Influential Behaviors

Political or Organizational Actions

People-Oriented Actions

Visionary

End

State



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- Useful Resources for IT Service Management
 - ITIL Version 3, Crown Copyright 2007, Office of Government Commerce
 - ISO/IEC 20000-1, Specification for Information Technology Service Management
 - Marcus Buckingham and Curt Coffman, *First, Break All The Rules*, Simon & Schuster, 1999 the Gallup Organization



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