MOZAIC

AGILE SERVICE MANAGEMENT

Mozaic Whitepaper

17 January, 2017

1.0

Steve Tuppen, steve.tuppen@mozaic.net

Mozaic-Services Limited, Liberty House, 222 Regents Street, London, W1B 5TR

Future Ready

Introduction to Mozaic

Mozaic is a specialist service integration and service management consultancy. Entirely independent of IT vendors, we offer client-side advice and operational support, always acting impartially to best serve our client needs.

The strength of our model and frameworks, and the quality and experience of our people, means we deliver faster and better than any other consultancy. We're collaborative and hands-on, and we bring a wealth of experience, robust analytical techniques and innovative thinking to all of our delivery.

Context for this Whitepaper

IT Service Management is a set of processes, controls and governance structures that often is focussed on IT operational delivery, minimising the impact of failures and disruption to the business whilst standardising delivery to achieve better value for money.

Too often, a consequence of this focus is that delivering new things quickly or flexing services to meet differing business needs can often be adversely impacted.

However, a new style of IT Service Management is being created that challenges the thinking of the Service Management teams, drives a culture of greater customer focus and a much more agile IT Operation.

This short white paper describes the basis of Agile IT Service Management; describing the similarities and differences with traditional ITIL based delivery models. It also provides a set of key aspects to delivering this Agility.

What is Agile Service Management?

Agile Service Management, in many respects, can be described using the same ITIL based terminology as any traditional implementation. The scope and process set are the same with the same objectives and outcomes; the key difference comes down to the speed in which operational delivery happens, the way in which project and operational teams interact and the way at which the users and other "customers" of IT become the focus of the delivery.

To achieve these objectives there are several key design principles that should be central to the change as shown in the table below. Although these, at first reading, may be considered to be "obvious", challenge yourself as to how far you have progressed with these fundamental points:

Principle	Commentary
Automate everything	Tools capable of being configured to automate most if not all of the processes in scope and this must be used as the master process executor unless there is a valid reason it cannot.
Simplify tooling	Too many tools increase the resource and time needed to support them, and can cause confusion when the functional or technical scope of tools start to overlap. Tools and their adoption should be justified against the status quo, and proof provided of a capability gap or process acceleration benefit. Select a standard integration bus to connect tools together to

	facilitate the fast introduction of new services and service providers.
Integrate only where necessary	Agile Service Management processes and information should only integrate back into broader business processes where required for regulatory, risk and compliance purposes. The integration points should be agreed in advance, and all integrations should be automated where possible.
Buy, don't build	Bespoke development with tooling to adapt it for client-specific processing is time consuming and problematic. Ways of working should be adapted to accommodate the most appropriate.
Challenge the status quo	Processes should only define steps entirely necessary to support delivery. There must be no inflation of the process or introduction of steps purely to satisfy legacy factors.
Define services that are relevant to the users and businesses	Define services that are understood by the business and users of IT. Make these central to all delivery; include them in your portal (rather than providing list of IT components), report availability and cost against them and perform assessments based on understanding which parts of your business may be impacted by a change or failure of technology. Define a standard data architecture to link these business services into the organisational groups and functions that they support, as well as the IT support teams and external third parties, and the related technology. Make use of this data consistently in every process.

As important to the process, tooling and governance design is the cultural change needed within the Service Management organisation. The delivery approach for any Agile Service Management transformation will be key to success. Mozaic's experience in successfully delivering service management transformations of this type relies upon:

1. Building a clear vision and road-map for the implementation of the Agile Service Management function and communicate it widely to staff, incumbents and potential new suppliers. Having clarity of direction enables teams to all pull in a single direction.
2. Using an Agile delivery method with the focus on implementation based on continuous service improvement. Building delivery in short sprints to deliver business benefit and change early ensures that the solutions are realised rather than remaining paper based designs.
3. Appointing the best matches in the current teams as Service and Product owners into post early and back-fill as necessary with interims. Empower these individuals such that they take full ownership of their areas of responsibility. This ensures that the solutions are owned by your future team and enables a smooth transition to BAU.
4. Defining the interface points with suppliers clearly. Ensure that the Process and Tooling designs provide clear, unambiguous interface specifications for suppliers. Standardise on the technical interfaces as much as possible using an integration bus in the tooling design.
5. Not over-complicating the commercial arrangements with suppliers. Collaboration is best formed through clarity of responsibility rather than onerous and hard to manage commercial constructs such as complex joint and shared SLAs.
6. Using clear KPIs across all teams to measure success. Use the measures to understand where more focus is required and reward those teams that are excelling in their new responsibilities.

7. Building the BAU governance as early as possible and use this for the delivery of the change activities. This ensures that the programme delivers in alignment with its vision and embeds the accountabilities of the ongoing organisation at the earliest opportunity.
8. Using proven collateral and solutions where possible to accelerate delivery and reduce the risk of poor design.
9. Continually challenge the status quo. Particularly in process, governance and service designs, it is important to challenge any existing constraints that are built into the current ways of working. Keeping these can often increase cost and reduce agility.

If you are interested in learning more about Mozaic, contact us at info@mozaic.net or find more information at www.mozaic.net