



# It Ain't Done...

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David Moskowitz  
Productivity Solutions, Inc.





# Agenda

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- Done? Who says so?
- Requirements: need or thneed
- Managing Change
- Process approach
- Service Knowledge Management System
- Value propositions and transition
- Results
- Questions



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# How do you determine done?

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- Feels right
- No more time, it ships xxxday.
- Marketing says it's done
- Nothing left to do
- Just one more tweak
- Done? Done? It's close, but...
- Business analyst says it's done
- Customer says it's done



# What IS done?

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- What is negotiated?
  - Is it done? Really done?
- Can't get it all in because of:
  - Schedules
  - Resources: money, infrastructure, applications, information, people
  - Capabilities: management, organization, processes, knowledge, people
- What if...?
- Where and how do you draw the line?



# Done is...

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- Done is both a technical decision and consideration to what is necessary to meet customer expectations and perceptions.
  - "Done" can be about managing expectations
- Critical decision point: The customer doesn't want a better mousetrap, they want a way to make the mice less visible!
- Done tradeoffs
  - Quality *versus* cost
  - ...and quality is...?



# Quality

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- "Quality in a product or service is not what the supplier puts in. It is what the customer gets out and is willing to pay for...."

Customers pay only for what is of use to them and gives them value. Nothing else constitutes quality." (Peter F. Drucker – PFD)

- Hmmmm...  
Customer defines done, quality and value



# Improvement & quality

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- Ultimately, improvement is all about quality & value
  - Which means maintaining customer value proposition
- Lack of quality is costly
  - Quality doesn't mean perfect
  - Customer defines quality (in the context of value)
- The more extensive the change, the larger the potential for complexity & risk
  - Besides project management, "success" includes change management, quality assurance, & risk management





# Improvement???

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- Improvement usually becomes a project after a (significant) failure:
  - Fix (improve by removing) bugs
  - Version 2, add features
    - Should be about *improving* to add customer *value*
- Included in the concept of *improvement* should be the notion of maintaining value as customer expectations change.
  - Need a mechanism to capture customer value and their changing expectations
  - Service Desk or something similar???



# Improvement & Requirements

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- Questions
  - Why improve?
  - What is the expected outcome for the customer?
  - What is the expected outcome for the business?
  - What is the impact of this "one" on others?
  - What is the business case?
- Improvements are driven by requirements (expressed as outcomes)
  - Requirements should have a business basis
  - Business case, not technical merit





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# Requirements

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- BRUF and BDUF (Big Requirements and Big Design Up Front) usually produce the requested system, rarely the needed system.
- Agile starts with requirements baselined at a high level – detailed requirements evolve as part of process
- Requires on-going customer involvement
- Priorities negotiated during the process

# Requirements & Priority

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- MoSCoW rules (from DSDM)
  - Must have to meet minimum requirements
  - Should if we can get it in (important, may become *must*)
  - Could would be nice (easily left out, for now)
  - Want, but won't have in this version
- Not developer driven (or developed)
  - Must actively include stakeholders (including customers/end-users)
- Should, Could, Want get promotions in time



# Requirements ???

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- Expressed in business terms (as outcomes)
- Ordered by priority
- Documented
- Who owns it? Who is accountable for...
  - Results (customer quality and value)
  - Governance (control, rules)
  - Continual improvement
  - Where does the buck stop?



How is the process handled?



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# Requirements Change...

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- Even after delivery
- In other words, even after you think you're done (by whatever definition)...
  - ... you're not
- What can you do?
- Actually the concept of “done” is a myth





# Requirements change

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- How do you manage change?
  - Poorly managed change →
    - Forces IT staff into troubleshooting mode or worse...
    - Disrupts live environment
  - 2005 Gartner Study said 87% of help desk calls result from change-related failures
- Purpose for Change Management is to handle (allow) more change, not less
  - Too often adding Change Management is seen as either an attempt at too much control or adding needless layers of bureaucracy



# Change Is Tough

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- Aspects of change: new or fix/upgrade
- Approaches to change: proactive & reactive
  - If the Gartner report is correct, then most "real work" is actually firefighting post-change *versus* "productive" (not-change related)
- Handle change: managed & chaotic
- Some degree of chaos with respect to change appears to be the norm
- Good Governance is critical to success



# Managing change is...

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- ...more than source code control, JUnit, and continuous integration
- It's not about the technology...
  - It is about the business case
  - Appropriate governance rules that facilitate vs. impede
- Why "this" change
  - Something new...?
  - Something fixed...?
  - Risk assessment (to DO and NOT do)
- Be successful on the first attempt!!!



# ITIL: 7-Rs for Change Management

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- Who RAISED the change?
- What is the REASON for the change?
- What is the RETURN required from the change?
- What are the RISKS involved with the change?
- What RESOURCES are required?
- Who is RESPONSIBLE for the build, test, and implementation of the change?
- What is the RELATIONSHIP between this change and other changes?

Answer ALL questions for all changes – to learn  
and for governance



# Process

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- CAB: Change Advisory Board
- Change starts with RFC, Request For Change
  - Policy for RFC content based on 7Rs
- Once created its recorded and every step tracked
  - Part of Service Knowledge Management System
- Change is evaluated
  - Business case, business impact and business urgency
  - Typically considers costs, risk (to do & not do), *etc.*
- Authorized
- Plan & schedule, coordinate implementation
- Review to validate & verify and close



# Validation & Verification

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- The two are **not** the same
- **Validation** determines whether or not the deliverable meets business needs
- **Verification** determines the completeness of deliverable and that it correctly maps the design (requirements/outcomes)



# Do you have a back-out plan?

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- What happens if the change...
  - ...doesn't work?
  - ...doesn't deliver the expected value?
  - ...has adverse interactions (side-effects) with other (existing) services (software)?
- Failure to plan is...
- Can we talk about the company (unnamed) that says... once you install this "patch" you won't be able to remove it?



# Different Approach

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- Change Advisory Board for stakeholders
- 3 basic types of changes
  - **Normal:** goes through regular change management process
  - **Approved/Standard:** low risk, small changes that don't need CAB approval each time
  - **Emergency:** Emergency CAB (ECAB) can short circuit testing with full consideration of the risk
    - Based upon business impact and business urgency





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# Concept of *Process* Isn't New

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- *If you can't describe what you are doing as a process, you don't know what you're doing.*  
(W. Edwards Deming)



# Improving Change

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- According to Gartner, the major problem was a combination of **both** failed processes and missing processes.
- Just to be sure we're on the same page:
  - Process defined: A structured set of activities designed to produce a specific outcome or result
    - Takes one or more inputs (including a trigger) and produces defined (expected) output.
    - Formal process definitions include roles, responsibilities, controls (governance), policies, *etc.*, necessary to reliably produce the desired output.



# Characteristics of a Process

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- **Responds to a specific event**
  - Even if on-going, it should be traceable to a specific event or trigger.
- **Customers**
  - Deliver desired Outcome to the Customer
  - Internal or external; must meet expectations
- **Specific Results**
  - Why we do it; exists to Produce a specific Outcome
  - Must be identifiable
- **Measurable**
  - How do we know we got it right; Metrics critical
  - Performance driven (cost, quality, *etc.*)



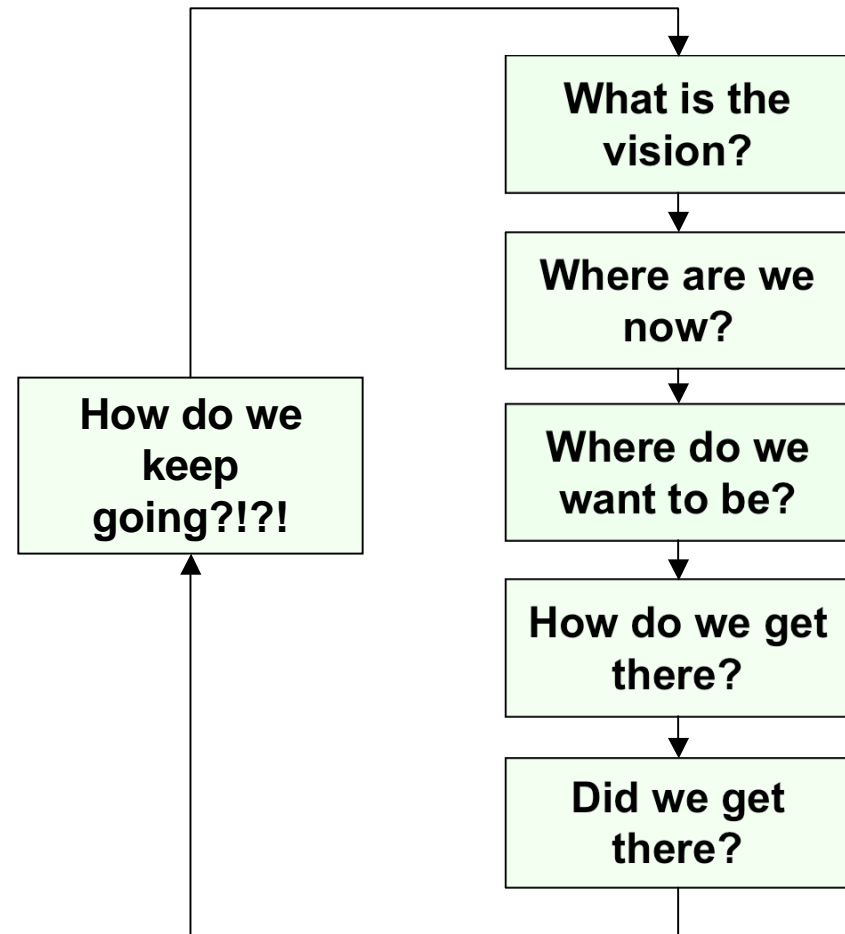
# Recognizing the Need for RFC

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- RFCs come from multiple sources
  - Service Desk
    - Response to incidents, problems, & complaints
  - Users
  - Operational staff
  - Technical staff
- Also response to changing market / strategy
  - RFC process also followed for something new
- Models exist to help

# ITIL: Continual Service Improvement Model

- Starts with Vision/Mission; there isn't an end
- Current baseline
- Project goals
- Define the path/steps
- Concrete metrics
  - **Continual** includes evaluation points
- Keep going: How do we get the next one (next win)?
  - How to maintain value
- Overall goal, align and realign IT services to changing business needs





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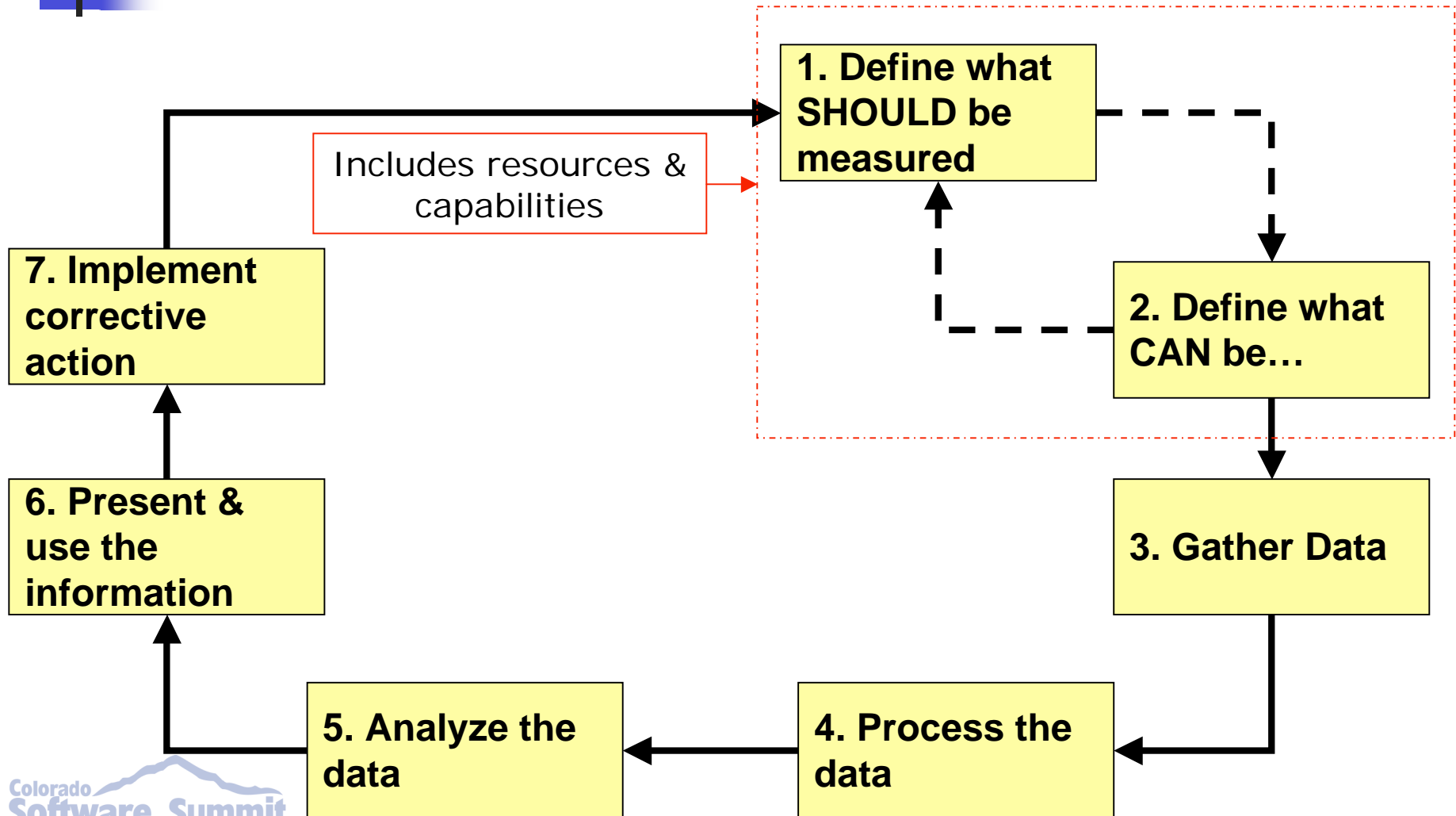
# Service Knowledge Management System (SKMS)

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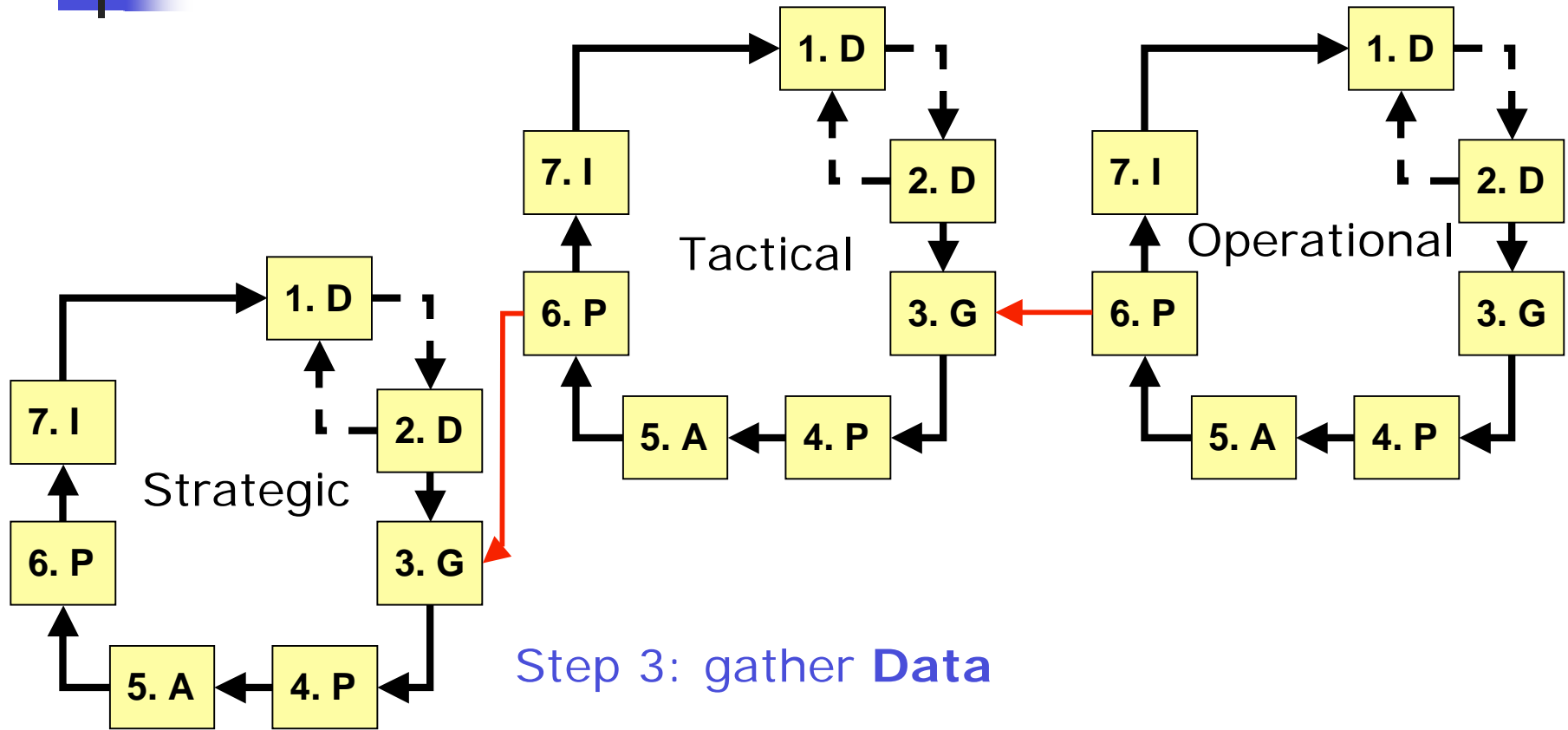
- SKMS for organizational learning has roots in Organizational Theory.
  - Learning organization is adaptive
  - Sense and act on internal and external signals
- DIKW model
  - Data (raw)
  - Information (who, what, when, where)
  - Knowledge (how)
  - Wisdom (why)



# 7-Step Improvement Process



# Knowledge Spiral



Step 3: gather **Data**

Steps 4 through 5: transform data to **Information** and **Knowledge**

Step 6: present & use to develop **Wisdom**





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# Once It's Designed, Then What?

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- Need a way to get it into the live environment that...
  - ...delivers expected value
  - ...doesn't disrupt the production environment
- Release & Deployment Management coupled with Early Life Support



# Release & Deployment Mgmt

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- Build, test & deliver capability to provide services designed by the technical groups that delivers stakeholder value
- Basic goals:
  - Ensure that all release and deployment packages can be tracked, installed, tested, validated, verified, and/or **uninstalled** or **backed out** if needed.
  - Ensure each release package consists of assets & components that are **compatible** with each other
  - Ensure that organization & stakeholder **change (value)** is managed during the release & deployment activities



# Early Life Support (ELS)

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- Provides the opportunity to transition the new (changed or retired) service to (from) live operation
  - Establish new service capability and resources in a controlled manner
  - Back out plan from Release & Deployment becomes fall-back position
- During design and implementation, stakeholders agreed to entry and exit criteria from early life support.
  - Exit criteria == full live deployment



# Early Life Support

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- Ensure that skills, knowledge, documentation, training, *etc.*, are transferred to operations and support staff to enable them to effectively and efficiently deliver, support and maintain the service according to required service levels (SLA).
- During ELS, the deployment team implements whatever improvements might be needed before service/change goes live...
  - Also resolves problems to stabilize the service
  - Using the RFC process



ELS is another step in the validation process



# Early Life Support

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- Uses staff from both Release & Deployment plus Service Operation.
- Ensures that:
  - Service Desk staff know what's coming & is prepared to support it
  - Operations staff is prepared
  - Users know what's coming & what to expect
- Validates predicted value proposition
  - Metrics and processes designed along with the source code for the service
  - May include instrumentation to facilitate metrics





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# Results from the Field

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- Client was concerned about the Gartner report and determined their own metric
  - Discovered that 83% of their incidents were change related.
- Implemented a combination of change management (including release & deployment, and ELS).
  - Forced metrics for Key Performance Indicators to be created during design (to meet Critical Success Factors)
- Trained (and certified) key personnel in ITIL V3 to provide a context and big picture
  - Used ITIL Release & Deployment (with ELS) including customer validation (this was a critical factor for success)



# Results

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- Project started end of 2007
- ITIL training 4Q 2007 and 1Q 2008
  - Started implementing what they learned 1Q08
- By September 30, 2008 realized 28% reduction in change related incidents, 63% reduction in time and cost to resolve, while increasing the number of changes by 31%
  - ROI for training & process change at breakeven 8/2008
- Company (management and staff) convinced
  - Right choice
  - Makes them more competitive in their marketplace
  - Critical success factors: change management that included validation & verification



# Summary

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- John Soyring talked about the importance of Governance, the rules and controls.
- The ability to handle changing customer perception and expectations is a model for change that works.
- Good Governance with optimal processes is a critical component of success.
- Driver for change is simple: Business Case



# Questions & Discussion

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*If you  
don't ask,  
who will?*

*If not now,  
when?*



*There  
aren't any  
dumb  
questions.*

*The only dumb  
question is the  
one not asked!*



# Thank You

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For more information:

David Moskowitz

Productivity Solutions, Inc.

147 Ashland Avenue

Bala Cynwyd, PA 19004

+1-610-726-9925

[davidm2@usa.net](mailto:davidm2@usa.net)

SkypeID: davidmosk





# Resources

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- *Innovation and Entrepreneurship*, Peter F. Drucker, Harper Collins, New York, NY, 1985. ISBN: 0-06015-428-4
- *ITIL V3 Lifecycle Publication Suite* (includes 5 volumes, Continual Service Improvement, Service Operation, Service Transition, Service Design, & Service Strategy); Stationery Office (UK); Version 3 edition (July 30, 2007), ISBN-13: 978-0113310500
- *DSDM: Business Focused Development, 2<sup>nd</sup> Edition* by DSDM Consortium, Jennifer Stapleton, and DSDM Consortium; Addison Wesley, New York, NY 2003 ISBN: 0-321-11224-5
- *The Fifth Discipline: The Art & Practice of The Learning Organization*, Peter Senge, Doubleday Business (Revised 1<sup>st</sup> Edition), (March, 2006), ISBN-13: 978-0385517256
- *A Sense of Urgency*, John Kotter, Harvard Business School Press, Cambridge, MA, 2008. ISBN-13: 978-1422179710