

## Case Study: ITSM in 12 months or less

The hardest part of any ITSM program is demonstrating to customers and executives what you have accomplished and why. **With SOX, COSO, SAS55/78, HIPAA, BASIL2, Bill 198 looming over every SEC regulated corporation, it is even more critical to show internal controls as quickly as possible. Management wants to see reliable and transparent internal controls, and they want to see them before the deadline.**

Let me share with you my experience with a large insurance company. They wanted me to define a governance structure for their 5 year old ITSM program. It appears that no one in their organization was following ITSM and the ITSM group had a rather poor reputation. These were some of my initial observations about the ITSM program:

- The manager did not understand ITSM
- Group did not share knowledge and information when asked
- No detailed results, lots of high-level documents and slide presentations
- Created a “silo” and isolated themselves
- No up to date central repository of information

Sound familiar? Well these are just some typical tell-tale signs of a dysfunctional ITSM program. Basically **they had turned “ITSM” into a 4 letter word** and they wanted *me* to fix it. Obviously the solution went beyond governance and dealt with leadership.

How does one prevent this from happening? Well the answer can be attributed with what we learned early in life: **play nice; share; communicate; play by the rules; lead the way.** But as you know these fundamental concepts are the most difficult attributes to acquire from a person or a group.

ITSM is easy. The processes are already documented in the ITIL books! Why make it complex? The ITIL books state: **adopt and adapt.** There is no reason for organizations to duplicate effort, but it might have something to do with control, “not invented here” syndrome, balancing their budget, or just plain old misguidance. What ever the reason, what it is clear is that more and more corporations are spending a lot of their capital and operational budget on ITSM.

On the positive side, we have had the privilege to work on some very successful ITSM programs for Ford, GM, Intria, Union Carbide, and many more. Leadership has been the cornerstone of these success stories. All successful ITSM programs that we have been involved with have had these traits:

1. Leadership
2. Quick wins aligned with business objectives
3. More action, less talk
4. Did not create an “ivory” tower
5. Valid process workflows
6. A governance strategy
7. Teamwork and Coaches
8. Sharing: vision, mission, plans, knowledge, ...
9. Alignment with business metrics - BSC
10. Leverage, Leverage, Leverage

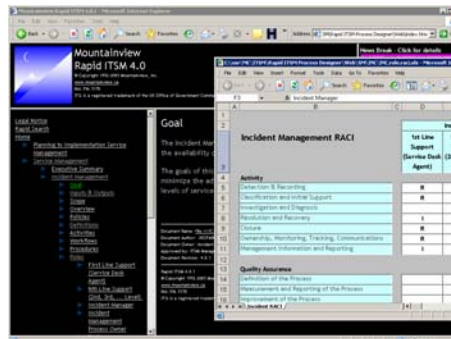
**“80% of the ITSM deliverables are the same! You don’t have to re-invent the wheel”**

An 80% complete ITSM website can be setup in **3 months** so that management can realize an immediate ROI - we call this customizable package Rapid ITSM ®.

An IT organization can easily and quickly demonstrate transparent internal controls and align itself with what management, internal and external auditors have established as the requirements for regulatory compliance. **“Rapid ITSM ® is**

**revolutionary...it’s a paradigm shift for ITIL conformance and regulatory compliance”**, Bill Bathgate, Managed Services, Hewlett-Packard.

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