IT Service Management

IT Service Management Perspectives

White Paper

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IT Service Management Implementation Criteria

A typical high-level overview of an ITSM implementation *structure* encompasses the following steps:

1) Determine the current, existing IT infrastructure, processes, and services
2) Develop some desired future state of the IT infrastructure and the services that it needs to provide
3) Architect a "roadmap" that depicts how to get to the desired state from the current state
4) Determine the steps needed to execute the "roadmap"

An ITSM implementation *framework* is typically a 5-phase model:

- **Assessment** - determine the current state and begin to collect and understand the metrics for the future desired state
- **Architect and Design** - develop a mature design for the future desired state
- **Planning** - develop those plans necessary to achieve the future desired state in a phased evolutionary fashion
- **Implementation** - implement and deploy the plans within IT and across the enterprise to achieve the future desired state
- **Support** - manage, maintain, and improve the future desired state being able to adaptively integrate enhancements as needed or required

IT Service Management Perspectives

Within this *framework*, effectively managing IT as an enterprise wide, service oriented entity typically comprises evaluating one or more of the following separate and distinct *perspectives*:

- **People** - quantity and quality of expertise and knowledge
- **Process** - IT and organization specific practices, procedures, guidelines, etc. and the level of complexity and sophistication of them
- **Technology** - the logical and physical aspects of the IT infrastructure technology consisting of hardware, software, communication networks, applications, DBMS, etc.
- **Organization** - internal and external business factors that affect IT, how IT interfaces with the organization, what is the organization's "corporate culture", what are the organization's direction and how does that affect IT
- **Integration** - how is IT integrated within the business model, what services does IT provide, how are the services provided, and how are best practices employed within IT

People • Process • Technology
Organization • Integration

Applying Perspectives to ITSM Implementation

In examining these 5 perspectives in greater detail it can be shown that during an ITSM implementation, the perspectives of people, process, and technology are specifically employed to get a comprehensive internal view of IT infrastructure. However one of the major purposes of implementing ITSM is to enable IT as a service provider with a scope that is enterprise wide.

Further, the IT infrastructure needs to be aligned to the business requirements such that the business units and IT operate in a coordinated effort to achieve the goals of the organization. The scope of this effort then extends beyond just the IT infrastructure with an internal IT focus. That is, beyond the perspectives of people, process, and technology.

The diagram below details the inter-relationship between ITSM implementation phases, the goals of each phase, the process orientation, and perspectives.

People • Process • Technology
Organization • Integration
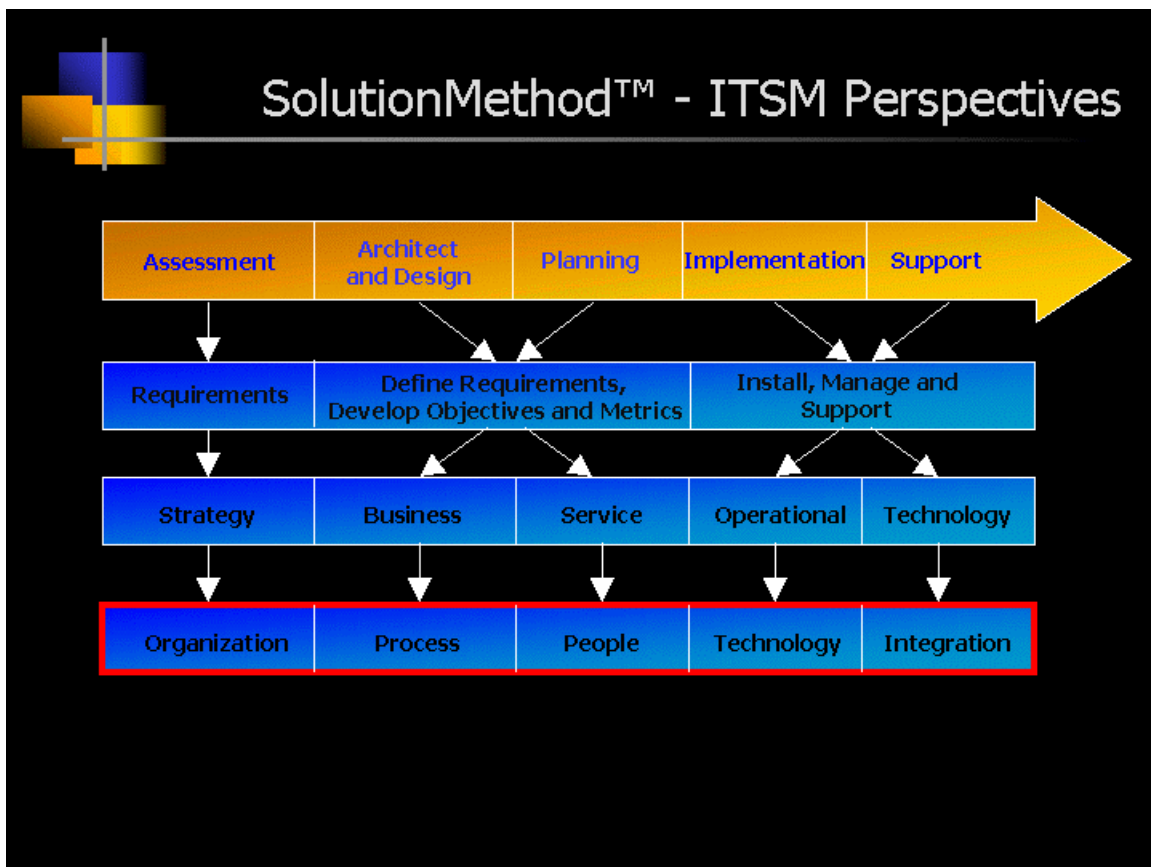
The perspectives of organization and integration play a critical role since their focus is primarily outside of IT. These 2 perspectives evaluate IT with an enterprise wide context that places IT in a service provider role that supports the business units. During an ITSM implementation, it is these perspectives that determine to what extent the IT infrastructure is driven by the business requirements and to what level the organization and the associated business units impact IT.

As depicted in the diagram during the assessment phase, corporate and IT requirements drive the ITSM strategy process that has inter-relationships with the organization perspective. During the architect and design and planning phases, objectives and metrics are defined based on business and service requirements with a people and process perspective. Finally during the implementation and support phases, qualifying and quantifying the technology infrastructure and its operational requirements with the focus on integration and technology perspectives is done.

As organizations begin to evaluate best practices for managing IT service and the possibilities of implementing ITSM, it is essential that organization and integration perspectives be evaluated in addition to people, process and technology. Without these 2 critical perspectives, IT best practices will have less impact and be less effective due to the internal IT focus. The risk is that this would result in a less effective alignment between business and IT and the limited ability of IT to be an enterprise wide service provider.

People • Process • Technology
Organization • Integration