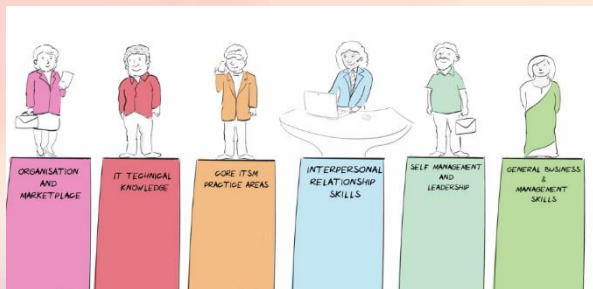


# FUSION<sub>17</sub>

DRIVING SERVICE MANAGEMENT FORWARD

## 'Professionalism: People, Culture, and Value'

Barclay Rae, CEO,  
Rosemary Gurney, Chair



*it*SMF UK

# Biography @barclayrae

- CEO of ITSMF UK
- ITIL Practitioner co-architect
- SDI Standards co-author
- Creator of 'ITSM Goodness'
- Voted in top 25 global (ITSM) Thought Leaders survey, HDI January 2017
- Management Consultant in Service Management since 1994
- Worked in IT since 1986
- Background in Media support / Music
- Worked with SDI, HDI, *itSMF*, Axelos, APMG, Axios, E2E
- Writer for industry vendors – e.g. Axios, BMC, Cherwell, Citrix, Sunrise, SysAid, Hornbill,
- Video and Podcast contributor – ITSM TV, Service Desk Inspector, ITSM Weekly podcast

# Biography @RosemaryGurney

- Chair of ITSMF UK since 2015
- ITIL v3 project – Senior Examiner for ITIL Foundation
- SDI Examiner
- SDI / SDC Auditor
- Trainer / Management Consultant in Service Management since 2003
- Worked in IT since 1994, Change Manager, SD Manager, Programme Office
- Background in Business analysis / Customer service

# itSMF UK

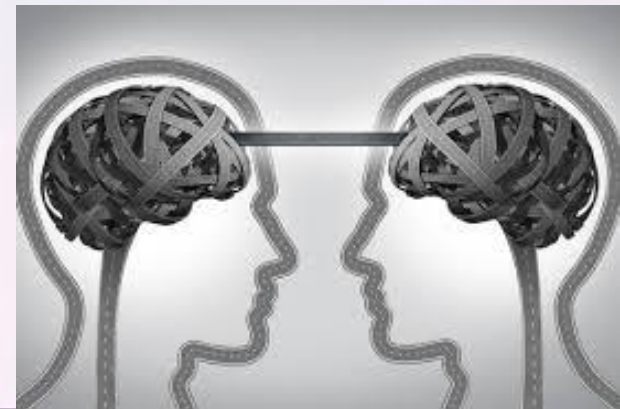
- 25 years – changing times
- Re-focus for organisation
- New products and services
- Branding and positioning





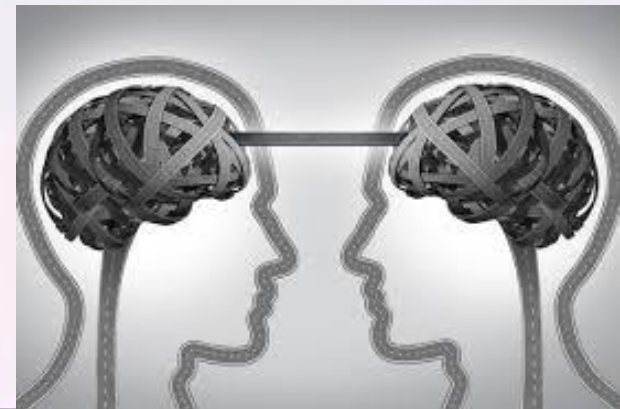
# Agenda

1. Background – what's changing?
2. What do we mean by 'Professionalism'?
3. Professionalism – new and existing models
4. What are the competencies needed?
5. Summary



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# Background – what's changing?

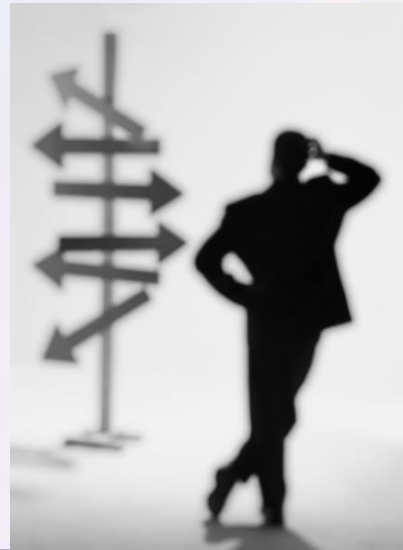
IT Service Management is at a critical crossroads.

The pre-eminence of ITIL® is being challenged

DevOps, Bi-modal IT, SIAM, BRM, IT4IT,

Digital Transformation

are gaining adoption, challenging existing ways of working



# Background – what's changing?

IT maturity is now entering the 'retail' phase

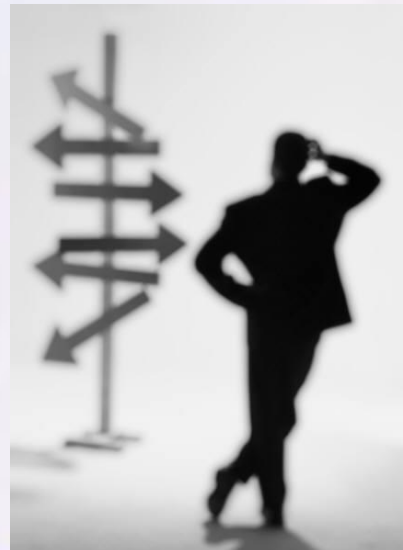
IT roles and functions are being challenged

IT value is being challenged

Consumerization is driving change and customer expectation

Automation is driving change

Many support tasks can be eliminated or automated





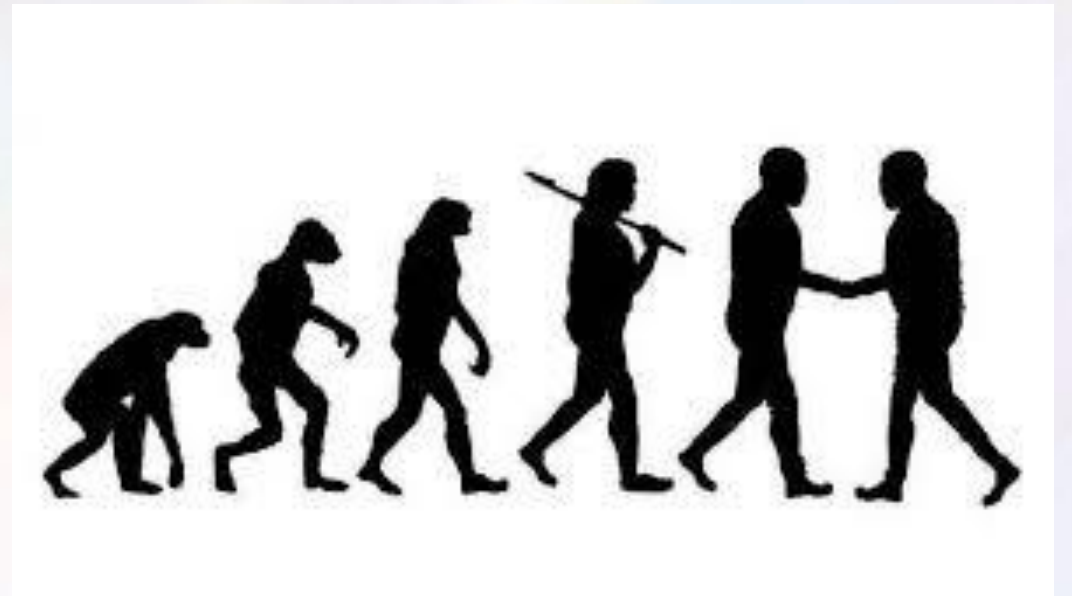
# Background – what's changing?

The role of IT needs to evolve, from:

Systems to Service provider

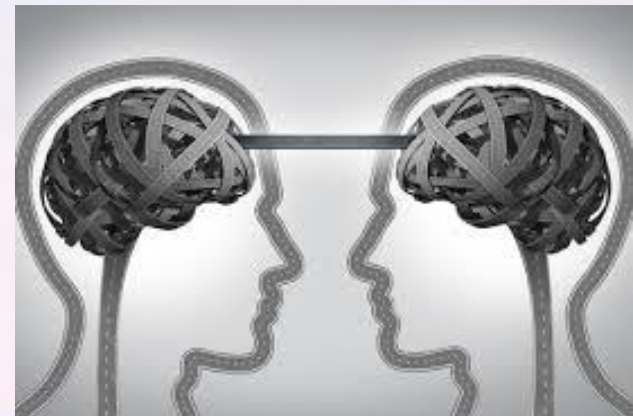
Engineer to Retailer

Geek to Broker



# Background – what's changing?

- We support people not just technology
- Success depends on our ability to interact productively, positively and professionally with people
- This involves collaboration:
  - Between people
  - Across teams and IT departments
  - Beyond IT departments
  - With partners



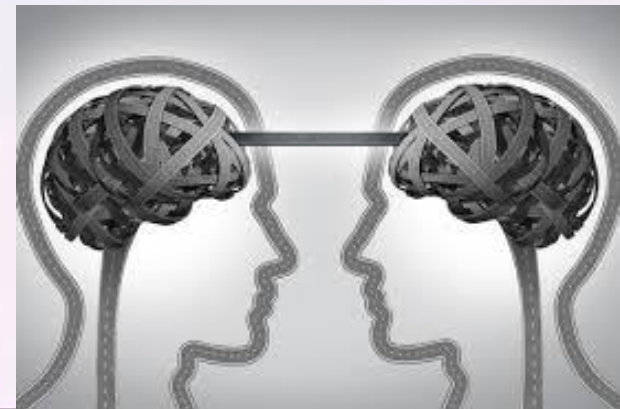
# People and skills

Organisations need to invest in hiring a wider range of people and skillsets for successful IT



# Agenda

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# Who would you hire?

Technical skills

Education

Qualifications



Technical skills

Education

Qualifications

We talk about 'soft' skills –  
if these were easy, fluffy, inferior, or unimportant



## 'Soft Skills' ?

- Maintaining customer focus
- Delivering great communications skills
- Demonstrating business skills and knowledge
- Understanding and managing risk
- Influencing and motivating difficult/resistant people
- Dealing professionally with varied customer issues
- Standing up to experienced technical people
- Being able to calm down angry/difficult people
- Achieving agreement on difficult issues
- Keeping up to date on new developments
- Procuring/Negotiating contracts
- Managing budgets/finance
- Being positive and resourceful



## 'New' IT Skills

- Specialist technical skills
- Organisational change and people development
- Key business knowledge/skills
- Contract and supplier management
- Supply and demand management
- Marketing and communications
- Relationship management
- Contract negotiation
- Budgeting and finance





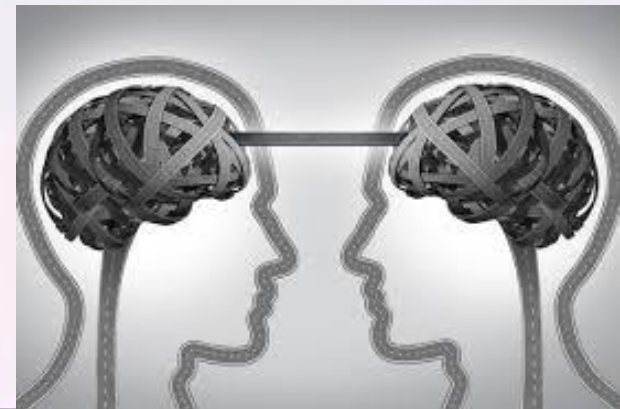
# The CIO

- Must 'step up' – to business focus
- Must challenge and disrupt – IT
- Has to demonstrate value
- Must promote good governance
- Needs to 'sense and respond'
- Needs support and trusted data
- Must clarify that: *IT 'can't do it all'*

“  
**THE KEY  
TO SUCCESSFUL  
LEADERSHIP  
TODAY IS  
INFLUENCE,  
NOT AUTHORITY.**  
- Kenneth Blanchard”

# Agenda

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# Digital Adoption

- By the end of 2017, two thirds of CEOs of global 2000 enterprises will have digital transformation at the centre of their corporate strategy. - IDC Futurescape 2016
- CIOs expect digital revenues to grow from 16% to 37%. Similarly, public-sector CIOs predict a rise from 42% to 77% in digital processes. - Gartner 2016 CIO Report

# ITSM and DevOps?

## **ITSM**

Frameworks for operational processes

Bodies of knowledge

Training programmes

Process and technology models

Associated with large organisations

## **DevOps**

Agile based collaboration approach

A way of working

Fast development approach

Getting it right first time

Blame free – new culture



# 3 Ways of DevOps

- Flow
- Feedback
- Experimentation and continuous learning



# Service Management

Process

**ITSM**

**DevOps**

Culture

Control

Speed

**Customer Engagement - BRM**  
**Service Definition - Catalogue**  
**Metrics + Measurement - CSI**

# SIAM

- Managed multiple sourcing
- Clearly delegated RACI and roles in the supply chain
- Several models and approaches
- Needs clear strategy and service model

# IT4IT

- TOGAF
- Service Architects
- Enterprise Architecture
- Value stream mapping – defect to restore, order to deploy etc.

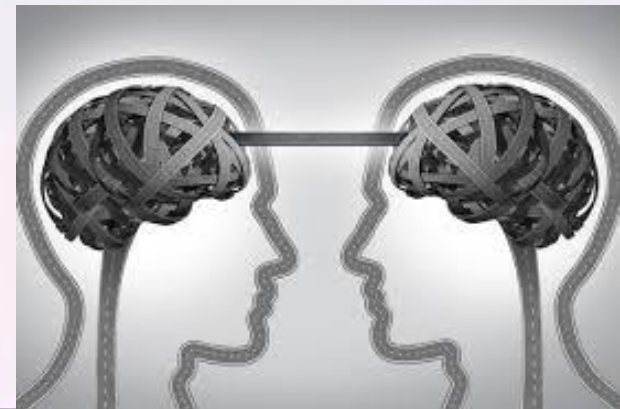


# BRM

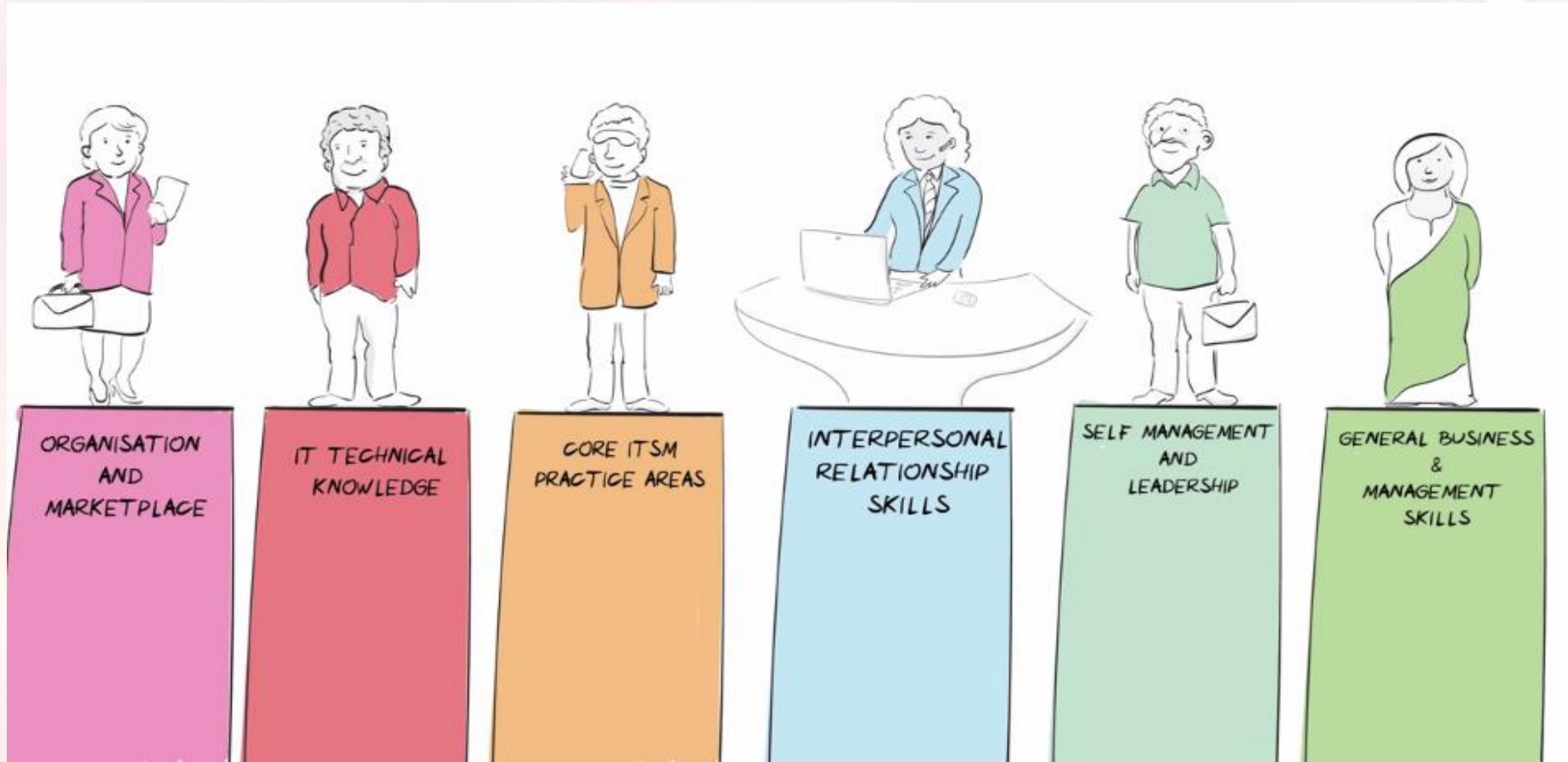
- Strategic convergence of business and tech
- BRM roles to manage across capability areas
- Maturity model – IT as *order taker* to *Strategic Partner*
- Importance of taxonomy and contextual awareness
- Key roles for communication and collaboration

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# Competency Areas







| Your organisation & marketplace   | IT/technical knowledge  | Core ITSM practice areas  | Interpersonal relationship skills  | Self-management & leadership skills   | General business & management skills  |
|---|---|---|--|---|---|
| This category focuses on the service management professional's knowledge of their organisation, both internally in terms of structure and strategy and externally, with regards to the marketplace and industries in which their organisation competes. | This category concentrates on the service management professional's wider understanding of IT and the IT industry, including emerging technologies and trends, in addition to their technical knowledge regarding specific technologies, products and services. | This category covers the key core process/practice areas (elements) that make up ITSM as an overall function. | This category focuses on the service management professional's soft skills and competencies in relation to their relationships with and working with colleagues and external contacts. | This category is intended to cover the service management professional's key personal qualities and abilities which give them the ability to lead others. | This category covers a wider range of supplementary/ ancillary business & management skills of which some skill/knowledge/ experience would be beneficial to a service management professional. |

### Key Knowledge and Skills

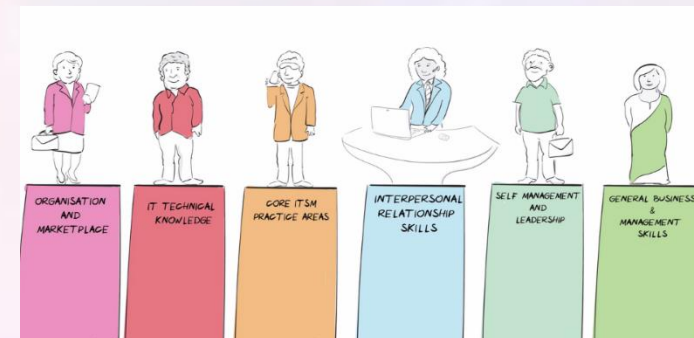
|                             |  |                   |   |                                   |  |
|-----------------------------|--|-------------------|---|-----------------------------------|--|
| Organisational structure    | Technologies                                     | Plan              | Communication skills                                | Confidence, drive & assertiveness | Organisational change/ development             |
| Corporate/business strategy | Products/services/ applications                  | Design            | Empathy and getting on with different personalities | Strategic & creative thinking     | Project/programme management                   |
| Marketplace/external trends | Standards/codes/regulations                      | Build/deploy      | Influencing & persuading                            | Problem-solving/decision-making   | Business report writing & case/proposal making |
| Competitors                 | IT frameworks, models, processes & methodologies | Deliver           | Negotiation   | Motivation & team building        | Social media/marketing comms                   |
| Customers                   | Emerging technologies & trends                   | Organise/motivate | Collaboration                                       | Coaching & performance management | Financial analysis & planning                  |
| Product/service portfolio   | Vendors/suppliers                                | Integrate         | Facilitation & consulting                           | Strategic planning                | Marketing strategy                             |
| Governance                  | Software/data/asset management                   | Control           | Relationship handling/ development                  | Change planning & management      | Contract/commercial law                        |





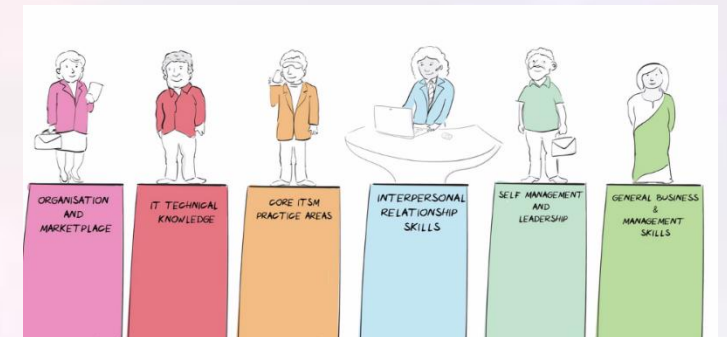
# Your organisation and marketplace

- Demonstrate that you understand your organisation, what success looks like and how value is perceived by your customers
- Demonstrate that you understand the forces at play in and around your organisation that affect strategy, your ability to compete and the opportunities and threats to the services you deliver
- Demonstrate your commitment to industry specific knowledge as your maintain currency with good practice and regulations.



# IT Technical knowledge

Demonstrate your dedication to your industry through up to date, role appropriate knowledge and application of technical paradigms and how they enable business.



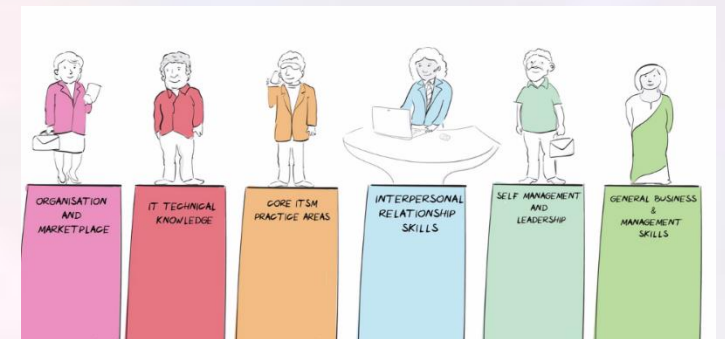
# Core ITSM Practice areas

Demonstrate your dedication to your craft by:-

- undertaking study
- obtained certification where appropriate
- implementing industry good practice frameworks

Relevant frameworks include: ITIL, HDI/SDI, PRINCE2, MSP, ITIL, COBIT

Demonstrating competence through practical examples associated with your work



# Interpersonal and relationship skills

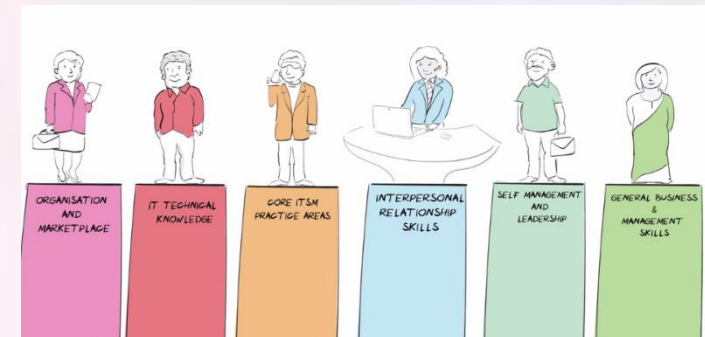
Demonstrate that you are a force for good;

Build a reputation as an assertive and pragmatic leader

Work towards becoming a respected influencer

Champion quality service

and work together to do what is right for the business.

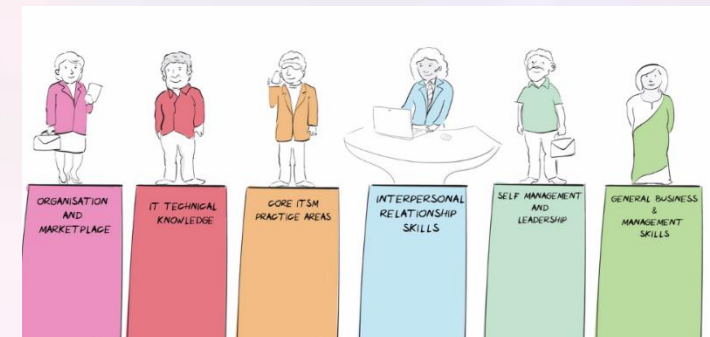




# Self Management and Leadership

Demonstrate that you're a self driven individual:

passionate about making a difference,  
owning the part you play in delivering good service, and  
positively influencing others to do likewise.

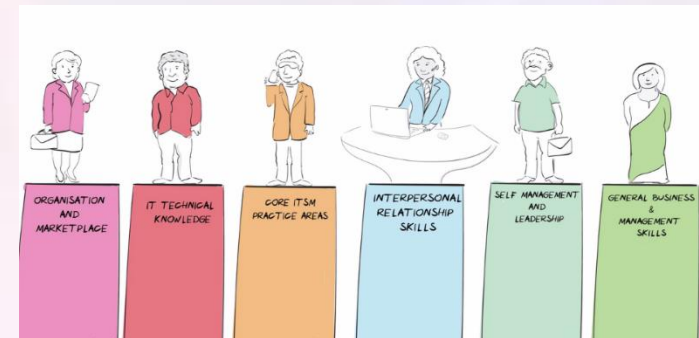


# General Business and Management

Demonstrate a broad business acumen;

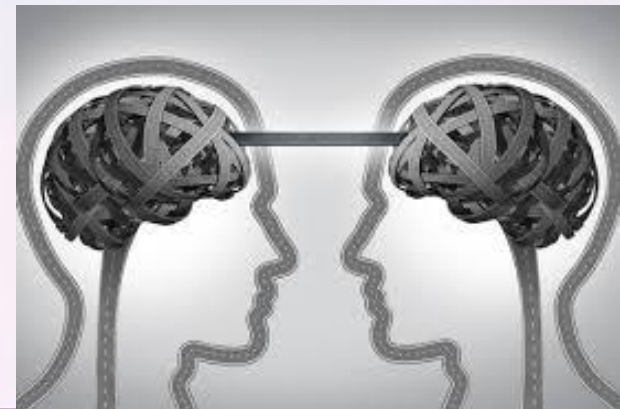
that you actively apply your skills and knowledge to utilise information technology, enable business outcomes while you pragmatically promote and tailor the processes that protect IT as a service.

An ability to communicate (written and spoken) with business stakeholders and to be perceived as a business enabler are key attributes.



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# Where are we heading?

Let's move our IT organisation from providing systems to delivering Services





# Where are we heading?

- More automation
- More focus on CX - customer experience – less opportunity to test CX
- Broader definition of IT / Service Management ‘professional’
- Continuing multi-sourced landscape – supply chain
- More DevOps/Agile/Lean IT organisations
- More focus on governance, resilience
- ITSM still used - with other models.
- Need for more consolidation and simple clarity on integrated models

# Culture and value?

- We need to recognise the value of our people – and of ‘people’ skills
- The value of human interaction should not be underestimated – accordingly the associated skills
- Increased automation will also put more pressure on the quality of fewer human interactions – we need to get these right
- Culture can’t be ‘changed’ by simply adopting a framework or model – although this can help
- Culture change requires cross departmental collaboration – across IT, and beyond

# Summary

- Lets recognise the value of our people
- Lets also call out and formalise a wider definition of competency and professionalism
- Automation can help efficiency and service quality - people still make a difference

# Thank you for listening!

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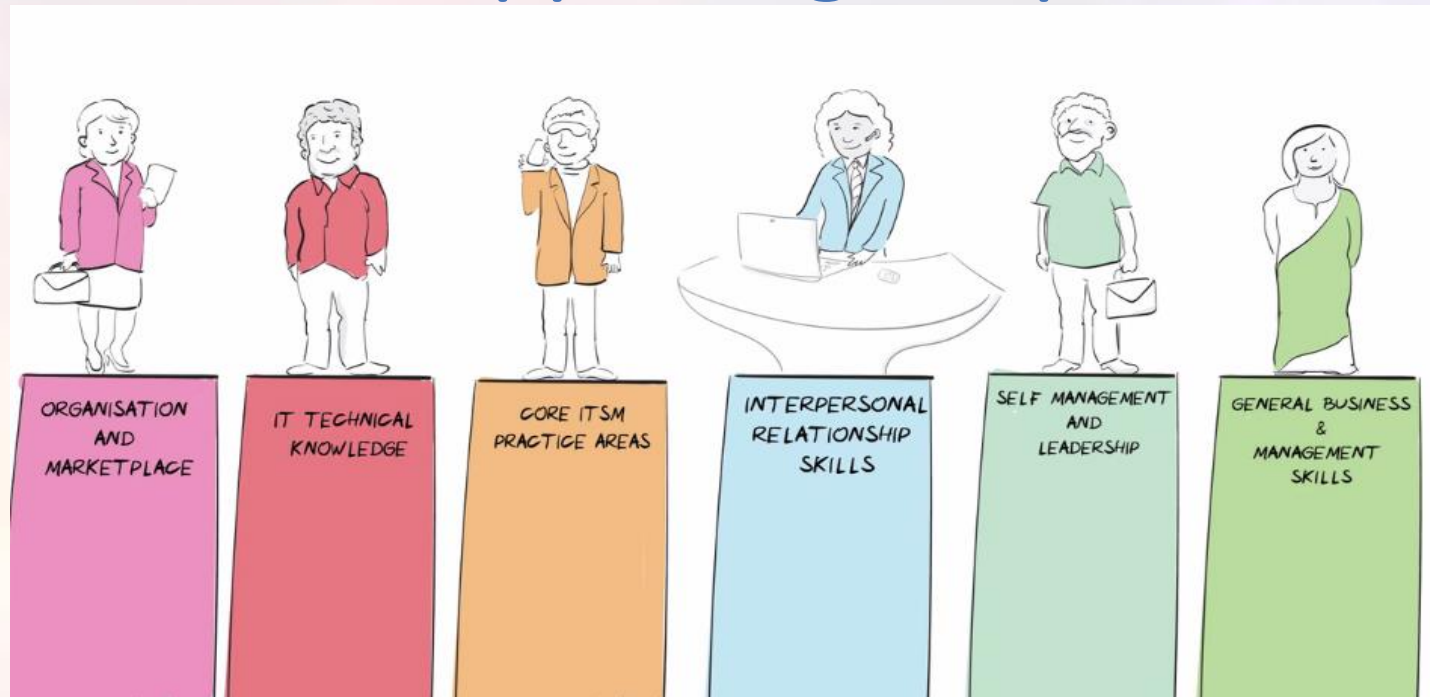
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# ITSMF UK

## Promoting Professionalism, Supporting People



# **FUSION**<sub>17</sub>

**DRIVING SERVICE MANAGEMENT FORWARD**

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