Convergence of IT Management Frameworks - How to get best leverage from your Investment

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Today’s terrain

- Frameworks & Standards Landscape
- Convergence and Integration
- What does the target IT management capability look like for your organisation?
- Seeing your IT management capability as a system
- Some of the tools you might wield
- Choosing the right next steps…
Lucid IT & UXC Consulting

- Part of the UXC Consulting team
- Experienced practitioners in IT Management frameworks
- International footprint
- Broad consulting & education portfolio
  - Solving the whole capability problem
- Tool independent
- Complementary sister businesses to cover a broad range of client needs

### Consulting

<table>
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<tr>
<th>Name</th>
<th>2019</th>
<th>Market share (%)</th>
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<tbody>
<tr>
<td>1 IBM</td>
<td>336</td>
<td>11.0%</td>
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<tr>
<td>2 Accenture</td>
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<td>3 UXC</td>
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<td>Price WaterhouseCoopers</td>
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<td>KPMG International</td>
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<td>Ernst &amp; Young</td>
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<td>Hewlett-Packard</td>
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<td>Other services providers</td>
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*Source: Gartner IT Services Asia/Pacific Market Share May 2010*
How far have we come?

- As a % of ITIL
  - Did we “implement ITIL”?

- Are we getting value from PRINCE2, MSP, P3O?

- COBIT and ISO 38500 have arrived but how well are they understood?

- Are we working to a shared view of what we need to achieve for the business?
Capability Development Options

- More processes!
- *Optimise* our current processes
- More tools please…
- Exploring other lifecycle *phases*
- Focusing on staff capability and *compliance*?
- Integration of capabilities?
- Quality methods such as Lean and 6 Sigma?
- Lots of possibilities but first the “*WHY*”
Why did V3 adopt a lifecycle?
‘Project’ Portfolio Management

1. Defining the Portfolio Strategy
2. Creating the first version of the Portfolio Schedule and Portfolio Plan
3. Categorizing the Portfolio
4. Prioritizing the Portfolio
5. Segmenting the Portfolio
6. Confirming the Portfolio Strategy, Portfolio Schedule and Portfolio Plan
7. Tracking and action
8. Review and Prioritization

Inception
Portfolio Control
Framework should be formally reviewed against the organization’s strategy at least at every planning cycle

Change Delivery
Framework should be reviewed and reconfirmed at least at every planning cycle

Definition

Portfolio Strategy to be reviewed and reconfirmed at least quarterly

Delivery

Tracking and action to happen at least monthly
Programme Management

Remaining aligned with corporate strategy

Organisation

Vision

Leading change

Leadership & Stakeholder Engagement

Visioning and communicating a better future

Benefits Realisation Management

Managing the Tranches

Realising the Benefits

Delivering the Capability

Establishing the Programme

Identifying a Programme

Defining a Programme

Closing a Programme

Planning & Control

Blueprint Design & Delivery

Focusing on benefits and threats to them

Adding value

Designing and delivering a coherent capability

Business Case

Risks & Issue Management

Quality Management

Learning from experience

In the Trenches

Realising the Benefits

Defining a Programme

Closing a Programme

Learning from experience

Identifying a Programme
Prince2 Processes and Components

- Directing a Project (DP)
- Initiating a Project (IP)
- Controlling a Stage (CS)
- Managing Stage Boundaries (SB)
- Closing a Project (CP)
- Starting up a Project (SU)
- Managing Product Delivery (MP)
- Planning (PL)

PRINCE2 is a Registered Trademark owned by OGC. This is a Value Added Product which falls outside the scope of HMSO Class Licence.
The CobiT Framework

**ME1** Monitor and evaluate IT performance
**ME2** Monitor and evaluate internal control
**ME3** Ensure regulatory compliance
**ME4** Provide IT governance

**PO1** Define a strategic IT plan
**PO2** Define the information architecture
**PO3** Determine technological direction
**PO4** Define the IT processes, organisation and relationships
**PO5** Manage the IT investment
**PO6** Communicate management aims and direction
**PO7** Manage IT human resources
**PO8** Manage quality
**PO9** Assess and manage IT risks
**PO10** Manage projects

**Domains**

**IT RESOURCES**
- Applications
- Information
- Infrastructure
- People

**MONITOR AND EVALUATE**

- Effectiveness
- Efficiency
- Confidentiality
- Integrity
- Availability
- Compliance
- Reliability

**PLAN AND ORGANISE**

**DELIVER AND SUPPORT**

**ACQUIRE AND IMPLEMENT**

**BUSINESS OBJECTIVES**

**GOVERNANCE OBJECTIVES**

**INFORMATION**

**Processes**

**DS1** Define and manage service levels
**DS2** Manage third-party services
**DS3** Manage performance and capacity
**DS4** Ensure continuous service
**DS5** Ensure systems security
**DS6** Identify and allocate costs
**DS7** Educate and train users
**DS8** Manage service desk and incidents
**DS9** Manage the configuration
**DS10** Manage problems
**DS11** Manage data
**DS12** Manage the physical environment
**DS13** Manage operations

**AI1** Identify automated solutions
**AI2** Acquire and maintain application software
**AI3** Acquire and maintain technology infrastructure
**AI4** Enable operation and use
**AI5** Procure IT resources
**AI6** Manage changes
**AI7** Install and accredit solutions and changes

Adapted from: IT Governance Institute
The good news…

It’s all converging!
All processes are part of a System...How can we make it ALL work better?
The difference a systems view makes

- It’s not about bailing, rowing faster or getting more “hands on deck”...

- Recognise that you can’t consider anything in isolation
  - Interactions across the lifecycle

- Efforts in one area can cause unexpected consequences
  - Impact of change lead times
  - Impact of defects in delivered projects
  - Impact of increased project load
  - Value of Problem Management
  - Value of Knowledge Management

- A system can be controlled and optimised with feedback mechanisms
System Vs ITIL Lifecycle

- V3 gives us a system with a few missing pieces
  - App Dev, Project/Programme/Portfolio, Architecture
- In thinking about “what next” for ITSM we need to consider
  - Improving which part of the system delivers most benefit to the customer?
  - Which parts of the system does IT need gain insight and control over?
  - What capabilities do we already have that could be improved to work better with the system?
  - Who are the players in our system and how do I get them to understand and “play nice”?
What capability does OUR system need?
But wait there’s more!

- **Lean**
  - Velocity through removing waste
  - Value add activities from the customer viewpoint?

- **Six Sigma**
  - Accuracy through removing variety
  - Not the model T but…

- **People and Culture:**
  - SFIA: Capability development
  - Cultural alignment
Your next steps…

1. Identify your system
   - How do we design, build, transition, operate etc?
   - What are our demand inputs and controls?
   - Who are the players?
   - What measurement and feedback systems are in place?

2. Review performance problems as symptoms of root causes in the system

3. Develop improvement objectives

4. Select the right tools for the job

5. Develop a roadmap

6. And always remember
As leaders, improving our work
Need a hand?

- For more information contact d.favelle@lucidit.com.au or visit www.lucidit.com.au