The Integral ITSM Model & its Application to TelCorp's Service Delivery Practices

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Version 2.0

December 2015

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"Timshel - Thou mayest."
John Steinbeck - East of Eden

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1. Introduction and Summary

This paper assesses the way in which TelCorp EMEA currently delivers services to their customers, comparing this to a new, extended model for IT Service Management that was based on the requirements of ISO/IEC 20000-1 and the Integral Model from psychology. The paper has three main parts:

1. Theoretical: we present an extended IT Service Management (ITSM) model based on ISO/IEC 20000 in the core, with extensions derived from Integral Psychology;
2. Practical: the model has been applied to TelCorp EMEA's Global Operations organization. An analysis was done to assess the current state of TelCorp's ITSM environment in the context of the theoretical model.
3. Recommendations: based on the analysis in part 2, a number of recommendations will be given to make improvements in TelCorp's Service Delivery environment.

Outside the scope of this paper are the actual presentation of the recommendations to TelCorp's higher management and the possible implementation of improvements. Timelines for writing this paper and availability of the relevant executives do not permit this to happen.

The paper shows that TelCorp would benefit from stronger management support for ITSM improvements and suggests the implementation of a Service Management Office to guide and support the service delivery organization and enforce the use of ITSM best practices.

1.1 Exam Specifications Addressed

1. Setting the direction for the IT organization
    - 1.1 Define an IT Service Management Approach

3. Monitoring the performance of the IT organization
    - 3.1 Evaluate the level of compliance

5. Comprehensive ITSM Capability
    - 5.3 Optimize service management with new development and new technologies

2. The Integral IT Service Management Model

2.1 Introduction

ISO/IEC 20000 [4], ITIL [3] and IT Service Management in general are in the letter mostly process and organization-oriented. What misses in these approaches, but are important factors in the implementation of any ITSM framework, are the perspectives on the influence of organizational culture and communication as well as the individual's attitude, motivation, emotional state and behavior on a successful ITSM implementation.

These aspects can be added to ITSM by integrating it into the model used in Integral Psychology. Integral Psychology bases itself on a model that states there are four basic perspectives on any phenomenon in the world. After explaining this theory, the application thereof to ITSM will be developed.

Ken Wilber's Integral System [1] comes down to splitting up phenomena in the world into four as-pects, based on whether you talk about an individual person, the group that person belongs to or whether you look at things from an internal perspective or from an external one. This results in the so-called four Quadrants, depicted as follows:

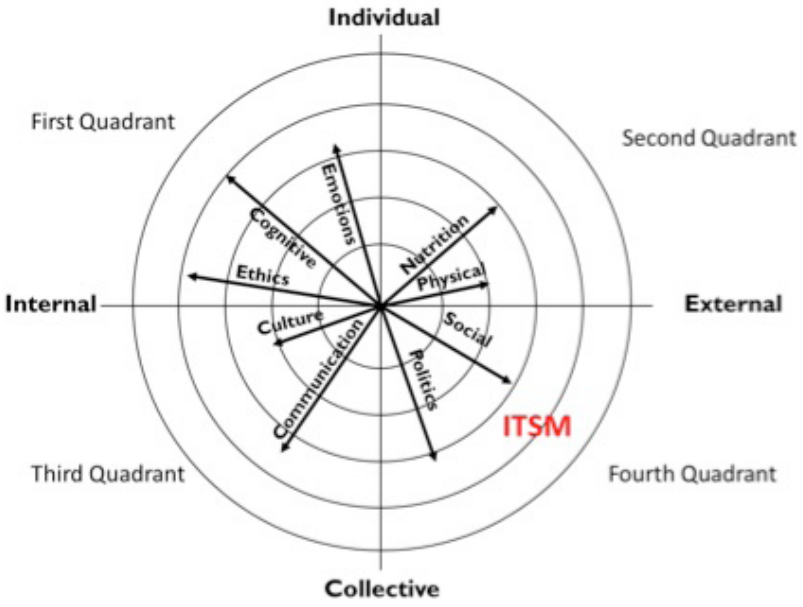

Figure 1. Ken Wilber's Integral Model and the place of ITSM in it.

1. The *first quadrant* on the upper left contains internal individual aspects such as knowledge, emotions, morality, etc.
2. The *second quadrant* on the upper right contains external individual aspects such as the physical body, health and behavior.
3. The *third quadrant* on the lower left contains internal aspects of the group (a company, socie-ty, etc.), such as communication and culture.
4. The *fourth quadrant* looks at the group from the outside, involving things like organization, politics, processes.

In each of the quadrants, there are possibilities for *growth* or *development* in various aspects, indicated by the arrows in the picture.
The term "Integral" implies that for a full perspective on any phenomenon, you need to be able to view it from each of the four quadrants, taking into account all possible levels of growth in each of them. Only then do you get a full picture of it.
Given that IT Service Management today mostly focusses on the processes, organizational structure and procedural aspects of providing services to customers, this puts ITSM into the fourth quadrant. The premise of this theoretical part is that we can improve ITSM by adding more aspects from the other quadrants to it.
We will discuss the influence of the other quadrants on ITSM first, starting with the lower-left or third quadrant, then following the Integral Model clockwise to end up in the lower-right or fourth quadrant.

2.2 Third Quadrant Aspects

The Third, lower-left, Quadrant in the Integral Model contains the internal perspective of a group - in this context an organization that implements or improves their IT Service Management practices. The internal perspective of this organization mainly contains the *culture* of that group of people as well as the interaction among them, viz. *communication*.

Every organization, no matter how large or small, has a certain common culture, which is built from the cultures of the individual members thereof, as well as from an imposed corporate culture that is determined by the general way of working in a company and, by extension, in a country. Looking at individual companies and organizations within those companies, cultural differences can be observed. These differences can be discerned as differences in work attitude: eagerness to jump onto new opportunities and developments, flexibility in working times, and so forth. Finally, one can also speak about an individual's culture - this is covered by "attitude" and belongs in the First Quadrant.

Culture impacts IT Service Management, which is mostly concerned with implementing a structured organization and processes in order to provide services to customers in an efficient manner. Processes need to be embedded in the culture of the organization they need to function in. This means that one implementation of e.g. an incident management process cannot be identical to another implementation. In one cultural environment, it may be acceptable to have longer repair times than elsewhere. KPIs may be stricter or more relaxed depending on the cultural (rather than IT) environment.

Culture also influences how easily new or changed processes are accepted by the organization: is there a general aversion against change or are people in general happy to adapt to a new environment? The answer to this question not only depends on the culture of the organization, but also on the way in which changes are introduced, which, in turn, depends mostly on *communication,* the second aspect from the third quadrant.

There are two aspects of communication that have an impact on IT Service Management: the communication during implementation or improvement of processes and the communication set up to support individual processes.

Proper communication about the implementation of change in an organization consists of a number of activities: analyzing the stakeholders; involving people in the preparation; communicating relevant information to stakeholders at the appropriate time; continual communication; finding the right communication methods.

Communication should mostly consist of listening and acting on feedback. It is vital to the success of communication to listen to feedback from the audience and act on it. People want to be taken seriously, hence should feel they are being listened to in the first place.

A process is often not something that lives in a single department only: the great majority of ITSM processes run across multiple departments and information needs to be transferred from one group to the other and cooperation is needed to jointly fix an issue. All this hinges on correct ways of communication between the involved people. Tools, such as a CMDB or SKMS, help, but a tool is only there to support the process, it cannot replace proper communication between people. Similarly so, the method of communication need to be selected carefully in order to support the process rather than disrupting it by taking an inefficient way of communication.

2.3 First Quadrant Aspects

The First Quadrant in the Integral Model is about the internal perspective of an individual: it covers knowledge, emotions, but also motivation, ethics and attitude. All these aspects have a reflection on the behavior of a person, which itself is part of the Second Quadrant.

The impact of the First Quadrant on IT Service Management can be observed in a person's behavior: this is a result of whether this person is actually motivated to follow the ITSM framework that he needs to work in, whether he has enough knowledge of it to understand what the importance is of following a Release and Deployment process or whether he feels dumbed down by having to follow a procedure rather than doing things his own way. All this is embedded in a person's *attitude* towards the organization and the processes in it.

Attitude is influenced by an aspect from the third quadrant, viz. communication. In the previous section the relevance of setting up an effective communication plan was indicated. Communication needs to take place at various levels; also at a personal level. Individuals are unique people with each their own perspective on life, work and how they want to function. It therefore requires an individual approach for people to pull them across the line to be able to work within the framework that has been decided for them.

People may have all sorts of objections to the way of working within a company. These may be based on knowledge, emotions, ethical considerations or motivational issues, to name the main ones. Communication is needed in all these areas.

Knowledge: a cognitive understanding of ITSM and its role in the organization is a first step towards acceptance of it.

Emotions: emotions need to be taken seriously, in particular when organizational change is being implemented. In no case should emotions be ignored, for they often convey the most direct response to what is being dealt with.

Ethics: there may be a conflict between corporate ethical standards and an individual's sense of morality. In this case, if an individual has issues with the company's level of ethics, it is up to that person to comply with the company's level or choose another place to work. Compromise is sometimes hard to find, but the company cannot likely adapt to an individual's moral standards.

Motivation: similar to what was said under "knowledge," the emphasis should be on the "why" of the implementation of ITSM in a company. The benefits to the company, the customers, but also to the individual employees must be made clear.

All these elements should lead to an attitude of individual employees that supports behavior in line with what is needed in the framework of an IT Service Management environment.

2.4 Second Quadrant Aspects

The second quadrant is about externally observable aspects of the individual: physical development, health, but in the context of ITSM it is mostly about behavior. Behavior is the externally observable reflection of a person's attitude.

Desired behavior of individuals in a company should not be about compliance to rules, processes and procedures. Rather, it should be about the willingness of those individuals to work within a Service Management System that has been set up to facilitate their activities. This willingness is closely related to the individual's attitude as well as to the communication discussed previously.

People will only willingly comply with the use of systems or the application of processes if they see the *value* of these for themselves. Value denotes whether someone sees the relevance of a system or process to what their everyday job is. It is the value of a Service Management System (SMS) for people's work activities that needs to be made clear to them. This comes back to the relevance of communication during the implementation or change of an SMS, but also ongoing during the use of it. Feedback from end-users needs to be collected to assess whether an implementation actually provides value for them or not.

The right *behavior* (second quadrant) therefore depends on how the *attitude* (first quadrant) of the individuals gets influenced by the proper communication (third quadrant) and acceptance of the value of (part of) an SMS (fourth quadrant). This is an example where all four quadrants in the Integral Model are linked to and influence each other.

2.5 Fourth Quadrant Aspects

As indicated earlier, the majority of what constitutes ITSM fits in this fourth quadrant, which looks at the structure of an organization, including its setup and processes. The importance of this quadrant for ITSM is the fact that an SMS does not exist in isolation, but must be embedded within the existing organizational structure. Most likely, the existing organizational structure will need to be adapted to the requirements of the SMS as well. This involves organizing teams in such a way that the most effective use can be made of the people who need to be performing the processes described in the SMS.

Similarly so, there are existing processes in companies that a new or changed SMS needs to be working with: a procurement process that needs to interact with a Change Management process which calls for the introduction of new hardware in an environment. There needs to be a logical interaction between these two processes to come to an integrated workflow that allows this change to be implemented smoothly.

Tools also have a place in this quadrant. There are many tools supporting ITSM in the market and some companies also develop their own. Tools should be there to *support* the processes; they are not *defining* the processes. It does happen often that the choice of tools actually limits the flexibility of the process, which ultimately reduces efficiency and gives ITSM a bad name. Moreover, in the case of a multi-customer service provider, interaction of the provider's tools with those of the customer for e.g. data exchange may make the processes more efficient, but at the same time may reduce efficiency if the interaction is not designed well or cannot be made efficient due to the tools' limitations.

2.6 Development in All Quadrants

Referring back to Figure 1, the Integral Model not only consists of four quadrants, but also indicates *growth* or *development* in each of those. In the context of IT Service Management, this can be inter-preted as *maturity*.

Maturity of ITSM processes can be measured using methods such as CMMI-SVC [6], COBIT 5 [7] or ISO 15504 [8], where a number of consecutive stages of *process* maturity are defined. These levels can be used to assess the maturity and effectiveness of an ITSM implementation by looking at the various processes, but do not take into account other relevant aspects such as the maturity of communication, cultural context, motivation and behavior of people and organizational maturity. It is these aspects that need to be added to a maturity assessment of an (integral) ITSM implementation.

Maturity in the fourth quadrant looks at how well an organization is set up to support the Service Management System: is there top management support, is the hierarchy structured in such a way that it is optimal for the performance of the processes, are the best tools in place to support the processes and is there enough integration with other processes in the company?

Maturity in the third quadrant looks at how well communication is set up and how well it is functioning in the organization. It also looks at cultural maturity in the sense of receptiveness of the organization to having ITSM processes introduced in it.

At an individual level, there are levels of maturity in attitude, motivation, ethics and emotions in the first quadrant that ultimately determine the maturity of behavior in the second quadrant.

Note that all these definitions of maturity are not independent from each other. Similar to how in Figure 1 the levels of development are indicated as circles that cross all quadrants do all aspects of IT Service Management that have been described in this chapter interact with each other. A mature ITSM implementation requires a mature organization with mature individuals in it.

The combination of ISO 20000 with the Integral Model's four quadrants and overall development completes the theory of the Integral IT Service Management Model. The next chapter will apply this model to TelCorp EMEA's Service Management practices and provide a contrast analysis between this theory and TelCorp's practice.

3. Applications to TelCorp's Service Delivery

3.1 TelCorp as a Company

TelCorp is a global leader delivering innovative information and communications technology solutions that improve the way its customers live, work, and play. Every day, TelCorp connects millions of people, companies and communities with its powerful technology.

TelCorp provides medium-sized and large enterprises with the technologies they need to help them become more competitive, secure and in touch with their customers. Our global team of technology specialists understands the needs of businesses—and has the knowledge and experience to help deliver the solutions and products companies need. TelCorp knows how to make large enterprise technology deployments a success—combining innovative technologies with an expert professional services organization to meet each company's requirements.

Services provided by TelCorp EMEA are mostly based on data transport, Internet Protocol (IP), Managed Network and Security Services, Cloud Computing and Professional Services.

TelCorp has segmented its customers into so-called Customer Categories (CCs), which are organizational and service models based on the characteristics of the customers. Within EMEA, there are three CCs: CC-A has the top-20 (globally: top-50) highest-revenue customers, which also have the greatest diversity and complexity of services. CC-A customers are often served by a dedicated group of staff, called a Program Management Organization (PMO). CC-B customers have a lower level of complexity and are served by a much lighter service model, often just having a single point of contact in TelCorp called the Service Manager (SM), who relies on an extensive back-office organization to produce e.g. reporting for him. CC-C customers, who mostly take purely standard services from Tel-Corp, have no such point of contact but interact with TelCorp through the Customer Service Centre (CSC) or the online TelCorp online portal.

3.2 IT Service Management in TelCorp

IT Service Management within TelCorp is a highly distributed landscape. Many efforts have been done to contribute to what could lead to an ISO 20000 compliant Service Management System, but many aspects are missing as well. We will go through the assessment in the order of the relevant sections of ISO 20000, followed by aspects from the Integral ITSM Model.

3.2.1 Management Responsibility (ISO 20000-1 4.1)

In ISO 20000 section 4.1.1, top management is expected commit to supporting the establishment and maintenance of a Service Management System. Within TelCorp, the reality is that at executive levels there is little awareness of the relevance and benefits of a proper ITSM implementation. In practice, there are hundreds of people on the ground having ITIL certifications at various levels, but support from higher management to actually practically do something with that knowledge is generally lacking.

When suggesting going through a formal ISO 20000 certification for the EMEA organization as a pre-text to implement working cross-functional processes, feedback from higher management was that they did not see the business relevance of it. The only relevance of frameworks such as ITIL is per-ceived as being able to "speak the same language" as the customers who use the same framework.

In TelCorp, service management is generally "owned" by the organizations or individuals that are responsible for the individual customer programs. These people do tend to "borrow" practices from each other, yet a real standard set of practices is missing. Similarly, true Process Owners, responsible for the establishment, adoption and maintenance of ITSM processes, do not exist.

3.2.2 Documentation Management (ISO 20000-1 4.3)

As will be discussed in section 3.2.5, some ITSM processes have been documented as best practices, but no formal policies or enforced processes exist.

For individual customers, service documentation such as technical designs, SLAs and contracts are stored, albeit in different ways and in different locations. Records such as SLA reports are stored in various other places again, ranging from local drives to SharePoint to customer-specific databases.

A new system called TelCorp Customer Relationship Management (TCRM) has been introduced as a portal to many tools that are in use by service management staff, as well as providing case and doc-umentation management capabilities. Uptake of this system is still low, though, despite strong enforcement of the use of TCRM by higher management. The issue is that staff does not recognize the value TCRM provides to them. In the case of e.g. storing service documentation on this platform, there is a general hesitance to move existing documents from the distributed existing platforms onto TCRM.

3.2.3 Resource Management (ISO 20000-1 4.4)

With the eye on making the best use of the available workforce, (human) resource management for customer programs is very strictly (and bureaucratically) done. Workforce planning starts in pre-sales, where a "Headcount Matrix" of all required personnel for delivery is created. This matrix gets transferred into the post-sales resource management system. This results in an overall allocation view of the complete organization, which can be used to determine availability of resources.

The same pre-sales process that produces the Headcount Matrix is used to determine other resources needed, including financial, suppliers, hardware, software, etc.

As a process, resource management is done consistently within TelCorp. It is the results thereof, though, that vary wildly between customers: specifically among larger customers, the final resource models differ significantly and are often adjusted during design and implementation of the solution in order to correct for unexpected situations that arise in those phases. Lessons learnt are rarely fed back into pre-sales phases for new customer opportunities.

3.2.4 Deming Cycle (ISO 20000-1 4.5)

The Deming Cycle requires an organization to implement a continual cycle of preparation (Plan), implementation (Do), verification (Check) and improvement (Act) for its service management practices. Given that there are no consistent ITSM policies or processes, there is room for a lot more focus on the Plan phase in order to standardize the ITSM framework within the company. This will facilitate the implementation thereof within the various customer programs. Resource Management will particularly benefit from a PDCA approach, but so will the establishment of a true SMS within TelCorp.

3.2.4.1 ITIL Maturity Assessments

An example of part of the Deming Cycle (Check-Act) being applied are the ITIL Maturity Assessments. Based on the definition of ITIL Best Practices (see section 3.2.5), the CSM-1 programs in both the US and in EMEA have been assessed for their compliance with these standards and for the overall maturity of their ITSM processes. Assessments were done using a questionnaire containing questions both at the process level and at a more generic ITSM level. Processes and the programs as a whole were scored on a modified five-point CMMI-SVC scale. Recommendations were fed back to the programs. Common feedback was sent to higher management. This feedback summarized the results of the assessments and provided recommendations in the areas of tools integration, knowledge management, Continual Service Improvement and Financial Management.
Due to the arrival of a number of new customer programs, no time has been made available to talk higher management through the feedback of these assessments. This example shows that the Deming Cycle is not full, i.e. the link between Act and Plan has not been established.

3.2.5 Process and Service Standardization (ISO 20000-1 5.9)

In 2012 and 2013, the ITSM Best Practices Program was run, assessing existing ITSM processes used by the CSM-1 GSOs. It has subsequently taken the best practices from there, combined these with recommendations from ITIL and produced sets of standard documentation around eight major processes: Change Management, Release and Deployment Management, Financial Management, Incident Management, Problem Management, Service Level Management, Supplier Management and Capacity Management. The output of each set of documentation contains a standard process document, tools overview, Key Performance Indicators and Metrics suggestions and internal and external presentations. This information was fed back to the CC-A PMOs for them to adopt.

This process standardization was not enforced upon the PMOs, given that the workgroup did not have the authority to do so. Some PMOs were more open to modifying their processes than others, but across the board, there was little awareness of these best practices, let alone true standardization of ITSM processes.

For smaller customers, delivery processes are relatively standard due to TelCorp's Automated Delivery system that automates the complete order to delivery process for most standard products. In terms of ITSM, however, there are no documented standard processes with the exception of Incident and Problem Management that have been described by the relevant Network Operations Centers (NOCs).

It should also be noted that actual services provided to large customers are more often than not customized based on specific demands from the customer's side. Necessarily, this leads to a more complex delivery process where the various customizations need to be (manually) forced through the systems. This inevitably happens at the cost of manpower, efficiency and time.

3.2.5.1 ITIL Competence Center

The ITIL Center of Excellence has been set up with the aim to centralize, outsource and offshore the administrative aspects of a number of ITSM processes. The team currently deals with Change Management, Service Asset and Configuration Management, Service Request Fulfilment, Capacity Reporting and Capacity Troubleshooting and Service Reporting. The team has both customer-dedicated and shared staff and is available for all customer types that need this support. It has been instrumental in centralizing and where possible standardizing back-office ITSM processes as well as bringing down the cost of service delivery.

3.2.6 Communication and Culture (Quadrant #3)

Being a former telecommunications company, the corporate culture in TelCorp is strongly top-down oriented, which is reflected in its structure with up to nine layers of management from individual contributor to the CEO. This traditional organization structure leads to a similar culture. A corporate "Credo" has been used to indicate shared values and beliefs in the company. The Credo has some powerful statements in it, yet has been pushed from the top as a given and people are simply expected to comply with it.

Recently, TelCorp has started restyling itself from the top. A new logo has been introduced, companies have been acquired and an internal campaign driving a new culture called "Our Culture" has started. Again, this is driven top-down, but in a more palatable way, which may lead to easier adoption by the employees.

In short, TelCorp is changing its internal culture and is doing so in order to stay in line with its customers' expectations of service. Communication remains strongly unidirectional, though, with occasional Town Hall meetings and Round Tables being organized in order to create some more bi-directional communication.

3.2.7 Attitude and Behavior (Quadrants #1 and #2)

Behavior within TelCorp is often managed in terms of compliance: doing performance reviews in time, doing compliance training on time, and so forth. This is a reflection of the culture in the company, as described before.

An example of this management-by-compliance is the introduction of the TCRM platform referenced in section 3.2.2. TCRM is promoted by stressing the need for people to use it and actual usage is measured, reminding people to log on to it, whether they have a purpose for it or not. The actual value of the system is not emphasized, apart from a continual call for "use cases" that are to be created by the actual end-users.

In the end, this is leading to staff showing "checkbox-behavior," viz. using a system for the sake of complying with the requirements.

3.2.8 Process Integration (Quadrant #4)

IT Service Management does not stand alone, but needs to be embedded in the wider organization. The processes that fall more or less outside the scope of ITSM, such as Sales and Project Management, need to be interfaced with to form an overall continuous delivery organization. The main area here is the handover between pre-sales and post-sales teams.

The pre-sales organizations in TelCorp are a separate entity from Global Operations. This means, that solutions are defined in pre-sales by other teams than those that deliver them. Solutions are often documented in a very high-level manner, with not enough detail to give post-sales staff the right un-derstanding of what has been sold to the customer. This may lead to misunderstandings, re-design and delays during delivery.

3.2.9 Organizational Structure (Quadrants #4)

TelCorp is traditionally a highly segmented organization – specifically between delivery organizations for Networking Services versus Security and Cloud Services. Within Global Operations, another level of segmentation exists between the various teams that cooperate to deliver the service: Engineering, Project Management, Service Management, Operations. These teams do a lot of effort to improve themselves, but rarely look across the boundaries between the teams. As such, in practice there is little knowledge of what other teams actually do.

This is also reflected in the processes: processes that should be cross-functional are considered to be "owned" by a single organization. For instance, Incident Management is claimed to be owned by Operations, who have created their own processes that lack an interface with e.g. Engineering or Service Management.

The creation of the CC-models with a single point of accountability for the customer experience has also introduced the so-called "X-axis" or the streamlined end-to-end delivery of services across all organizations. This X-axis has in practice not been established in terms of cross-functional processes, leading to a lack of streamlined cooperation.

3.2.9.1 Roles and Responsibilities

TelCorp's Global Operations organization is gradually moving from a heavy on-shore (i.e. close to the customer) presence to a predominantly off-shored (and often outsourced) organization. This results in a thin customer-facing layer that needs to rely on a large back-office organization. The risk with this model is that the customer-facing staff on s maller programs is overwhelmed with requests from the customer that they need to redirect to the right back-office team using various systems and tools. They often become coordinators of requests between the customer and the back-office teams and are as such spending more time on getting hold of the right reports, using various engagement systems and managing the internal organization than actually spending time with the customer in a Business Relationship Management or Service Level Management role.

On the other hand, in the larger customer programs, there tend to be too many people in a customer-facing position. In this way, the interface to the customer is broken up amongst too many individuals, making effective Business Relationship Management complex.

3.2.10 Tools and Systems (Quadrant #4)

There is an increase in large customer deals where TelCorp agrees to interact with the customer's ITSM system in either a swivel-chairing or an eBonding fashion. More and more, these customers seem to standardize on just a single integrated platform. On the TelCorp side, however, the internal platforms used for various ITSM processes are distributed and lack integration.

An important thing to note is that there are platforms managed and supported by IT and ones managed by groups outside of IT. The latter have often been created to overcome limitations in the former toolset. Given the requirements from TelCorp's customers, there are benefits to maintaining the functionality of both classes of systems, but integrate them both into a unified ITSM platform.

This plethora of systems makes services hard to manage, because customer service data is distributed across many places and makes interaction with customer systems complex and costly, because of the many interfaces that need to be built. In contrast, the linkage between ITSM processes is by default already there in an integrated platform and therefore supports increased efficiency of the complete service provisioning lifecycle.

3.2.11 Maturity

Per Wilber [9], maturity or development in the Integral Model is interrelated throughout all aspects in all quadrants. It is therefore not surprising that a company that is traditional in its structure, has a formal, hierarchical culture and similar communication. In Wilber's terminology, this places TelCorp somewhere at the Conventional level, which is halfway his maturity stages. It is therefore not surprising that the ITSM Maturity assessments (see Section 3.2.4.1) showed that most customer programs were at a level between 2 and 3 on a (modified CMMI-SVC) scale of 5.

4. Recommendations to TelCorp

4.1 Top Management Support

The following recommendations require clear top management support if they are to have a real impact on TelCorp's service delivery. Well-meaning grassroots or bottom-up initiatives do not have a real impact unless there is strong upper management backing for them.

In an Integral sense, management support expresses itself as follows:

1. Start thinking in terms of services rather than products, with a focus on the end-to-end customer experience and value created for the customer;
2. Realize that value for the customer has its foundation in streamlined and standardized processes, including the core ITSM processes;
3. Consider the benefit of streamlined ITSM processes on the company's efficiency and cost-effectiveness: good ITSM can contribute essentially to reducing the cost of running the business;
4. Strongly promote and support (in terms of resources and investments) the implementation and standardization of effective ITSM processes;
5. Communicate clearly about the benefits to employees of new or consolidated systems, process enhance ments and other changes to streamline aspects of service delivery.

These actions should stimulate and foster confidence the use and improvement of ITSM processes. Further actions should be taken by an authoritative Service Management Office, as described in the next section.

4.2 Service Management Office

The concept of a Service Management Office (SMO) is fairly new within ITSM. It is aimed at monitoring the lifecycle of services, establishing alignment between business and IT and monitoring the adoption and implementation of ITSM methods [5]. TelCorp would greatly benefit from the setup of an SMO with the following characteristics and responsibilities:

1. The SMO has the authority and is accountable for all service management aspects within TelCorp. In order to have this position, the SMO should report directly to the highest responsible manager for customer service delivery. Note that this accountability lies at the overall process and organizational level. Accountability for the individual customer programs needs to be transferred to the service organizations governing those programs, albeit under the guidance of the SMO.
2. The SMO owns the ITSM processes to be used by TelCorp's Service Delivery organizations and is respon sible for the definition, standardization, improvement and adoption of these processes. The existing Business Transition group may become part of the SMO and pick up this role.
3. The SMO determines, standardizes and integrates the tools and systems used within all ITSM processes.

4. The SMO has shared staff that can provide ITSM functions such as Change or Problem Management for the smaller customer programs. This staff can be composed of the existing ITIL Competence Center as well as on-shore staff (e.g. Service Program Managers) for more customer-facing functions. For the larger programs, it may be preferable that these roles are within the Global Services Organizations dedicated to those customers, but staff should then have a dotted line report to the SMO.
5. The SMO is responsible for education of all TelCorp staff in the area of ITSM. This does not include basic (ITIL) certification training; rather, training should focus on the actual function and practice of an SMS within the context of TelCorp, the relevant tools that are available and address issues brought up by the user community.

These groups should be complemented with the relevant leadership that has the authority to define and enforce ITSM standards within TelCorp.

The following figure summarizes the setup of an SMO within TelCorp's context.

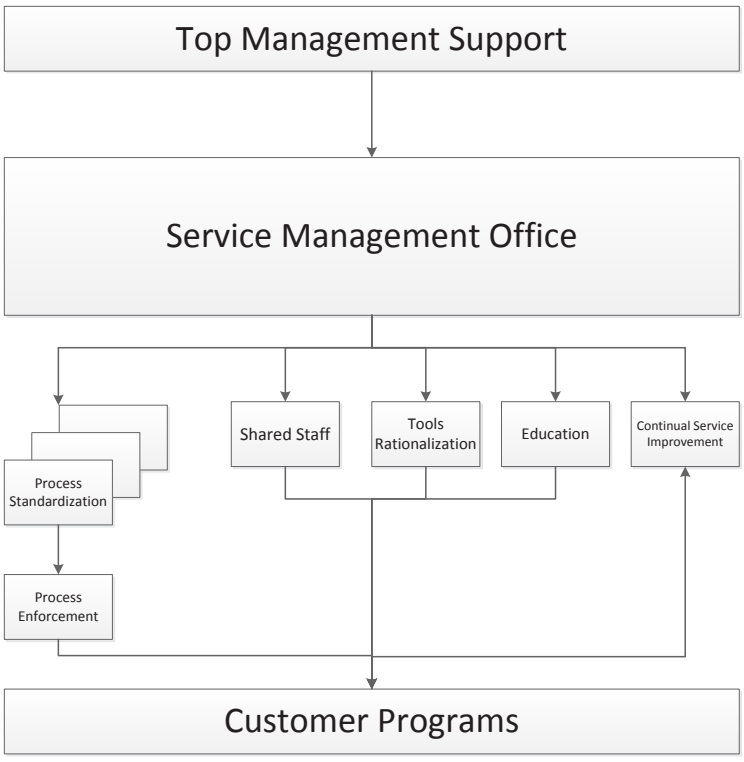

Figure 2: Service Management Office set-up for TelCorp EMEA.

The following sections will deal with the responsibilities the SMO should have; these responsibilities can, however, be implemented independently of an SMO structure as well.

4.3 Process and Service Standardization

The ITIL Maturity Assessment project showed that the core ITSM processes vary significantly in their maturity. For smaller customers, processes have rarely been documented, let alone standardized. It is recommended to have an SMO standardize processes at two levels: a full end-to-end set of processes for large customers and a light-weight version of the same for smaller customers. The SMO should then enforce these processes across the customer base for as far as the TelCorp-internal aspects of these are concerned. Specifically for CC-A customers, there may be a need to customize the interface to the customer, but this should not influence the way in which processes are run internally.

Similarly so, services need to be kept as standard as possible. This means having a firmer stance towards the customer during contract negotiations, allowing fewer customizations to happen in order to guarantee a smoother implementation process. It also includes making use of (and where needed improving) standard ITSM platforms instead of developing customized ones.

4.3.1 Cross-functional Processes

Part of the process standardization efforts should be making sure that these processes are defined in a truly cross-functional manner. This means, that the virtual boundaries between the various delivery organizations need to be broken down by putting clear interfaces in place where the output of one team's efforts becomes the input to another team's efforts. This exchange of information and set of responsibilities needs to be documented clearly so that teams start to cooperate more efficiently and expectations are set of what the responsibilities and accountabilities of each part of the organization are.

4.4 Tools Rationalization

There are various tools that support parts of ITSM within TelCorp today. A business case exists that shows the benefits of consolidating all these tools into a single commercially off-the-shelf (COTS) platform similar to what many of TelCorp's customers are using. Implementation of such a platform comes with one-off migration costs, but ongoing pays itself back by reducing server and application maintenance costs, costs of eBonding with customer platforms and enhances efficiency for TelCorp staff using the platform, thus reducing actual labor costs. It is recommended to look into this business case in more detail in order to reap these benefits.

The TCRM platform for Service Knowledge Management is promising and deserves far wider use. It should evolve from being a portal to other systems to being the source of all service-related information itself. For this purpose,

the emphasis should move to positioning TCRM as a collaboration platform rather than a platform for use by individuals or individual departments. Storing information elsewhere should be discouraged in order to make TCRM the true source of all service-related information.

Joint with an external ITSM platform, this will enormously streamline the workflow of delivering services to TelCorp's customers.

4.5 Organization and Shared Services

A review of customer-facing roles should be done, especially the role of the Service Program Manager (SPM), as the number of responsibilities of and the pressure on that role is enormous. In order to off-load the customer-facing staff, a more efficient and valuable back-office should be created, with easy access methods and useful output that helps the customer-facing staff in their roles. The existing Shared Services organization is a start, but needs to be able to provide reporting and other services that have more value for the field staff globally.
Further consolidation of customer-facing roles in the larger programs should be undertaken. A positive example is the consolidation of the Life-Cycle Engineer and Technical Program Manager's roles into the Client Technical Authority. However, in the design of a GSO, too many roles without a clear definition are still included, which can either be moved into the back-office or be consolidated as well.

4.6 Education

There is a need for increased education about the way in which TelCorp provides services to their customers. Especially when large customer programs are started, which typically require a lot of new staff it is hard to find any documentation about what the actual delivery processes are that should be followed. This leads to the wheel being reinvented for each new customer, thus to inefficiencies.

A role can be performed by knowledge platforms such as TCRM or Learn! (TelCorp's internal eLearn-ing platform) for training material on policies, processes and tools.

4.7 Continual Service Improvement and Deming Cycle

An area where the SMO can be instrumental is to provide structured ways of doing improvement of TelCorp's current services. This structure can be provided as follows:

1. Perform annual assessments of customer programs of their ITSM maturity. Assessments have been done once in the past years and recommendations were not implemented. The SMO should have the authority and influence to make a significant difference in the way services are provided to TelCorp's customers and holding the programs to it.

2. The SMO should receiving improvement suggestions coming from field staff. There is a CSI tool for this, but it is rarely used, has no clear recipients and has a clunky interface. Integration of this tool into the TCRM platform would structure service improvement initiatives. A continual feedback loop from the customer pro grams to the SMO should be set up to listen to and act on improvement suggestions from the field.

3. As per the requirements of ISO 20000, the complete Plan-Do-Check-Act cycle should be reviewed for the overall Service Management System within TelCorp. This involves not only reviews of individual programs, but also the customer-independent level of service management, such as generic Incident and Asset Management processes, the use of tools and platforms, the use of shared services, etc.

4.8 Design and Transition of New and Changed Services

The ISO 20000 process that would have the greatest impact on TelCorp's service delivery is Design and Transition of New and Changed Services (DTNCS). The process is deals with the design and implementation of new services and of changes to existing services. It is this phase, known within TelCorp as Transition and Transformation, rather than the steady state, that is crucial in meeting the customer's requirements as it is the first encounter of the customer with TelCorp's service delivery practices. Moreover, it is also the most resource-intensive phase, often requiring dozens of people.

Areas that would benefit of standardization in this phase are:

1. Pre-sales to post-sales handover: ensure greater continuity in knowledge, technical design and overall service design between the teams developing the solution in pre-sales and the teams delivering it after the contract is signed.
2. Resource management: provide a stronger feedback loop to the pre-sales teams quoting resources and the post-sales teams delivering and supporting the services. Build default resource models for Global Service Or ganizations and other teams supporting the services.
3. Implementation processes: define and standardize all processes required to deliver the service. This ranges from Project Management methodologies to technical implementation procedures and more.

5. Conclusion

There is work to do to give IT Service Management and in particular the ISO 20000 standard a human face: there is a need move the focus from processes, documentation and compliance to a practical, people-oriented framework that improves the efficiency of organizations delivering services to customers. The human face of ITSM involves extending the ISO 20000 standard with aspects such as cultural fit, communication structure, attitude, motivation and ethics of individuals and managing behavior to streamline the lifecycle of services. With the Integral ITSM Model I hope to have contributed to this aim.

There is also work to do within TelCorp. With the changing market, more demanding customers and necessary price pressure, it is imperative for the organization to reduce costs. Rather than only focusing on cost reductions by continuous offshoring and outsourcing, there is an untapped potential for efficiencies by improving IT Service Management in the wider, integral, sense. The analysis provided in this paper and the recommendations made should serve as sufficient inspiration for higher management to get to a more flexible, efficient Global Operations organization.

In the end, it is up to TelCorp and other companies to choose what is deemed right for them. As John Steinbeck already indicated, it is this freedom to take our own decisions that defines us as humans. May this paper be a contribution to that decision process.

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