

*Practical CSI – getting started
with continual service
improvement*
@StuartRance



Agenda

- What is CSI
- The CSI Register
- The CSI Approach
- Summary



What is CSI?

- A stage in the service lifecycle?
- A process?
- A model?
- An approach?
- Attitudes, behaviour and culture?

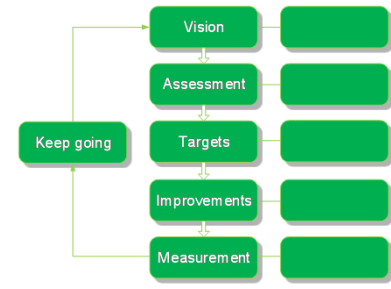
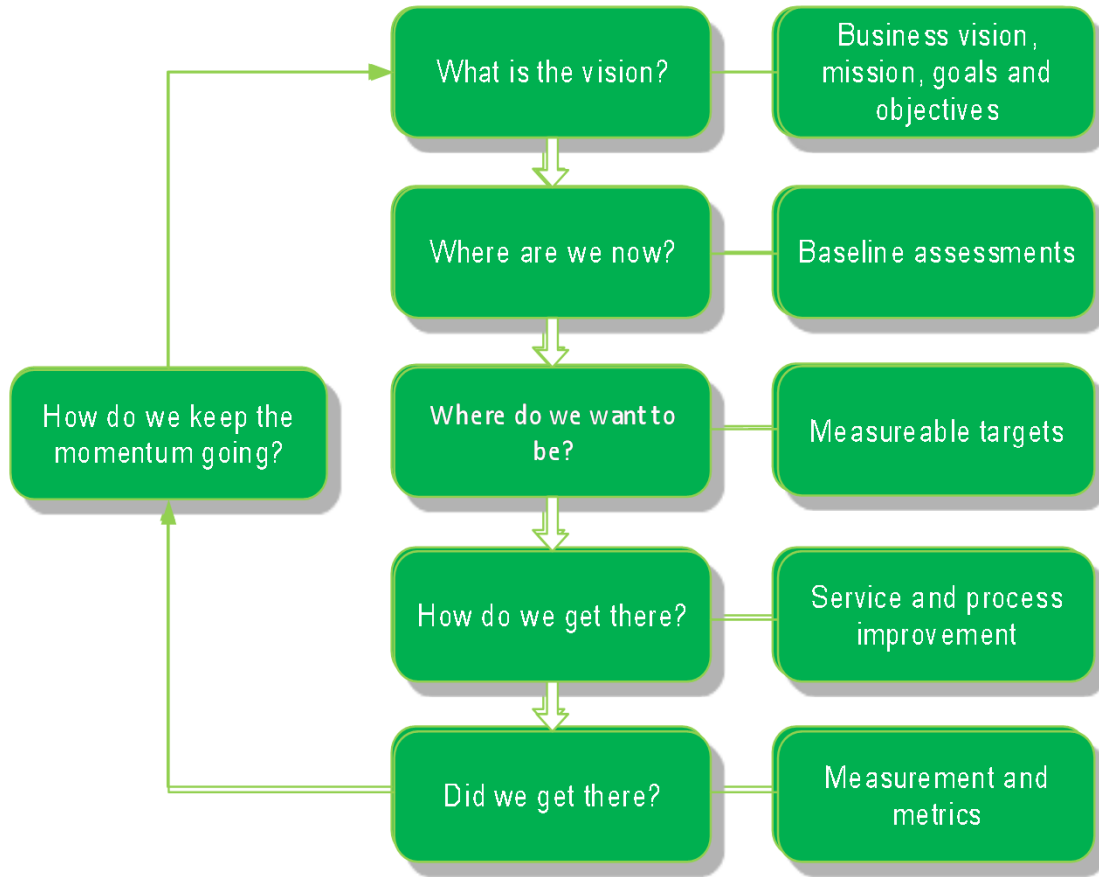


The CSI Register

- Log all improvement opportunities
- Prioritize based on cost/effort/benefit
- Manage and track
- Report success
- Find opportunities to improve CSI itself

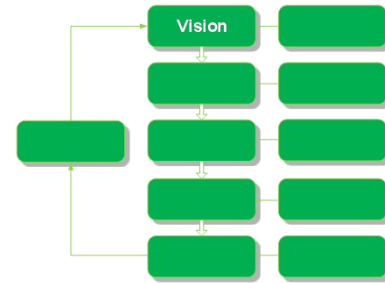


The CSI Approach





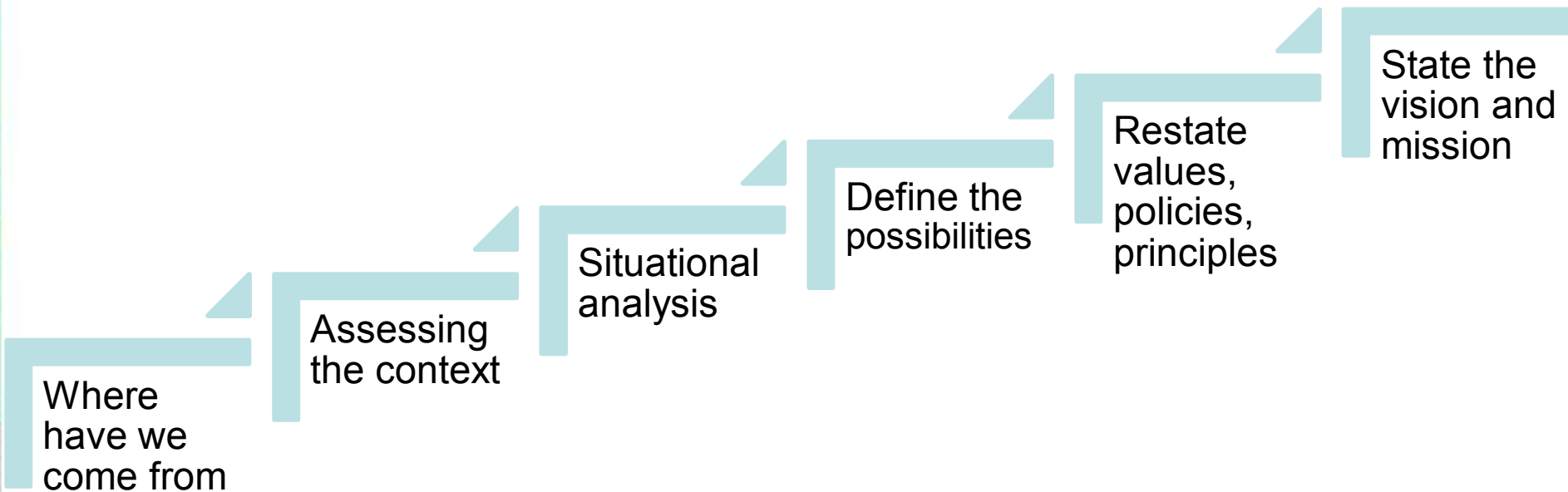
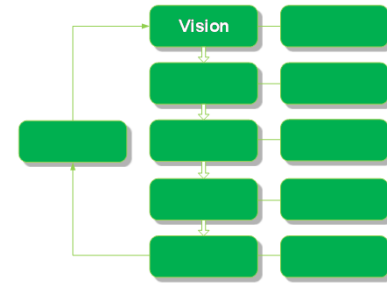
The Vision



- What is a vision?
- How do you create a vision?
- How do you know if you have a good vision?
- A beautiful picture of the future
- Run a visioning workshop
- Can you show “what’s in it for me” for all stakeholders?
- Can you explain it in less than 5 minutes?

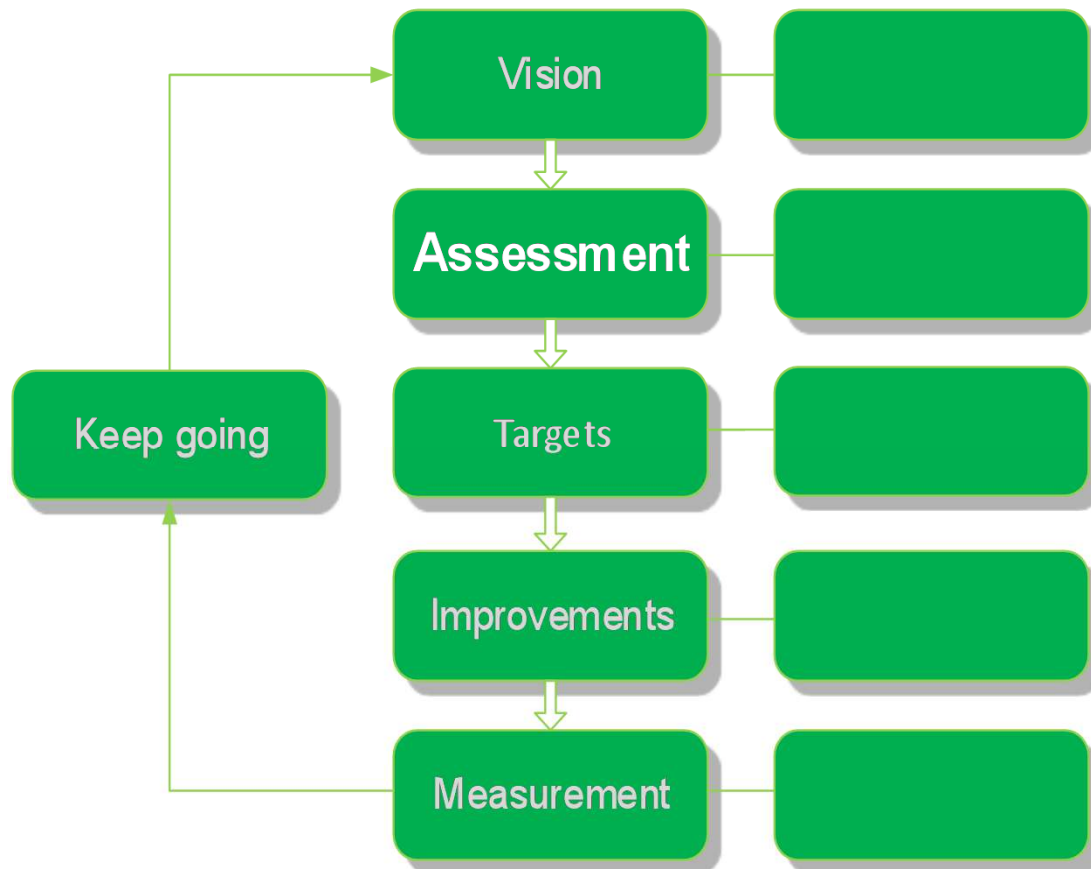


A Visioning Workshop

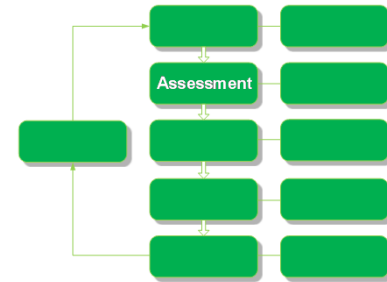




The CSI Approach



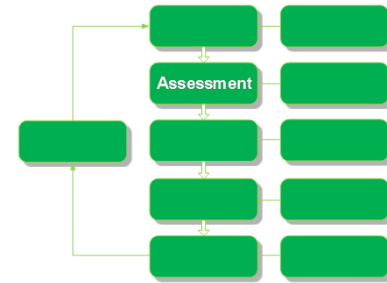
The Assessment



- If you know what your vision is and you know ITIL why do you need an assessment?
- Why not just get on and implement?
- If I drop you in the jungle with a map and a compass, and tell you your destination, would that be sufficient?



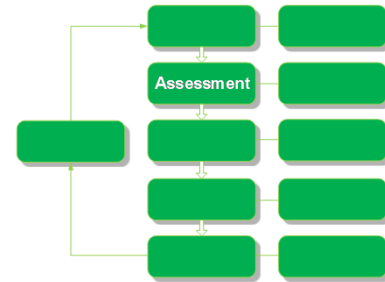
Assessment Planning



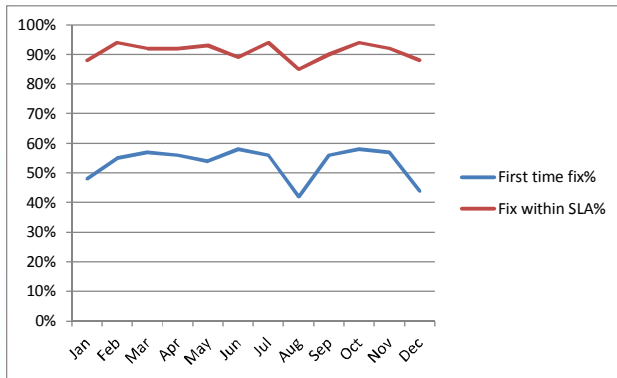
- What scope to assess?
 - Which processes, services, technology, sites, ...
- Do it yourself or independent?
 - Skills, independence, time, experience, ...
- What assessment criteria to use?
 - ISO/IEC 20000, COBIT, ITIL, CMMI-SVC ...



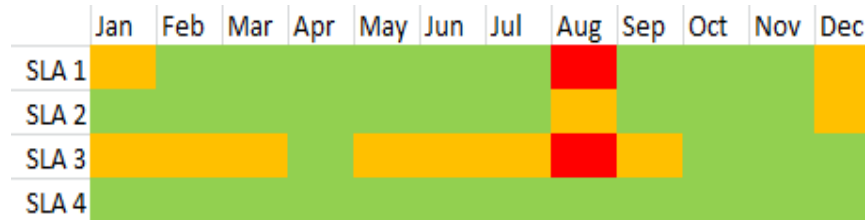
Assessment output



Process Metrics



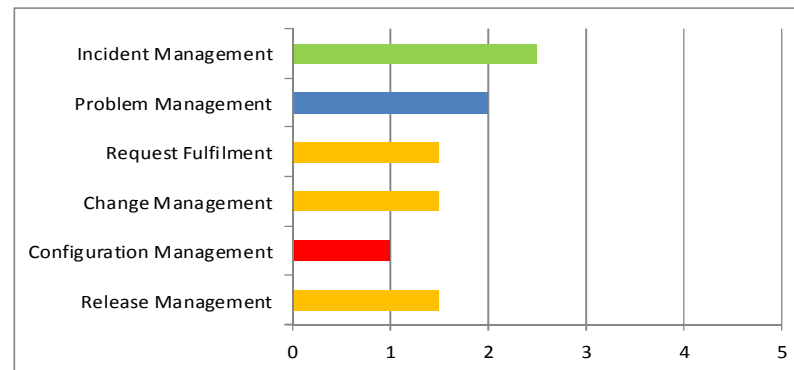
SLA Achievement



Gap Analysis

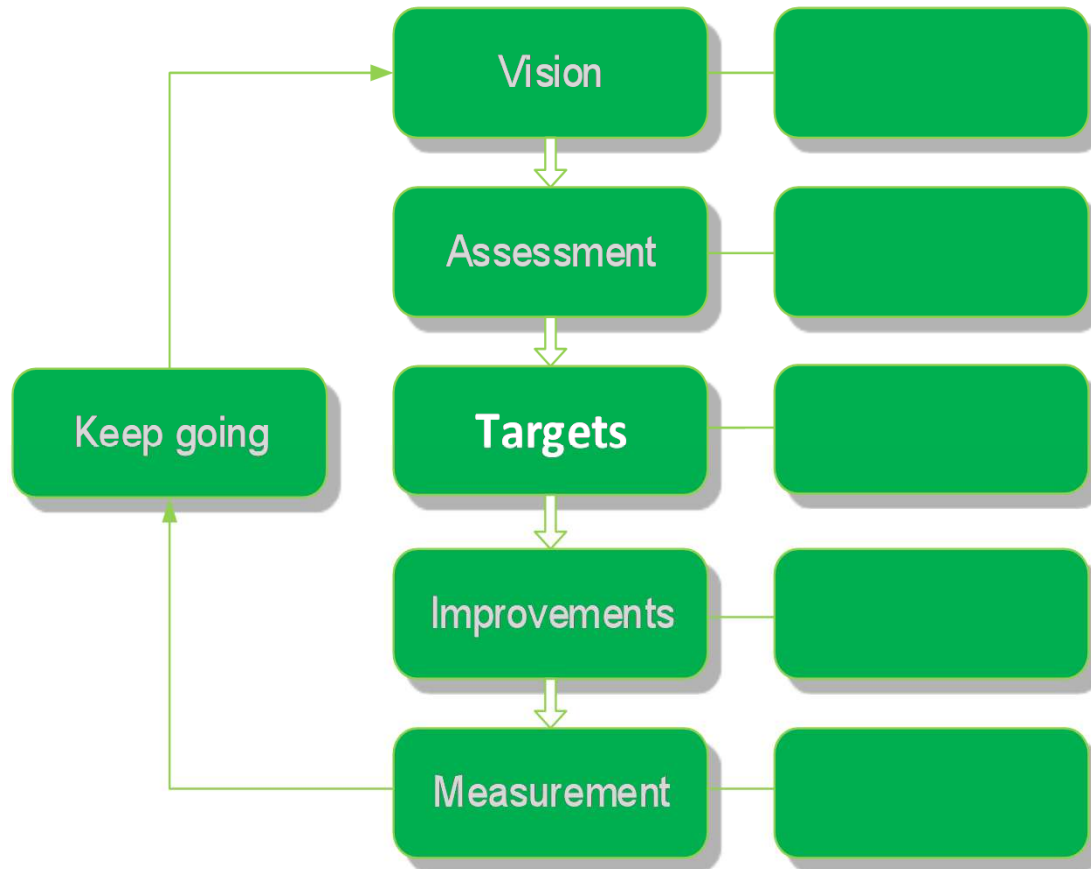
Requirement	Findings	Recommendation
1. The service desk should have a clear escalation process for incidents that require specialist skills.	The service desk does not have a clear escalation process for incidents that require specialist skills.	✗
2. The service desk should have a clear process for handling incidents that require specialist skills.	The service desk does not have a clear process for handling incidents that require specialist skills.	✗
3. The service desk should have a clear process for handling incidents that require specialist skills.	The service desk does not have a clear process for handling incidents that require specialist skills.	✗
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Process Maturity



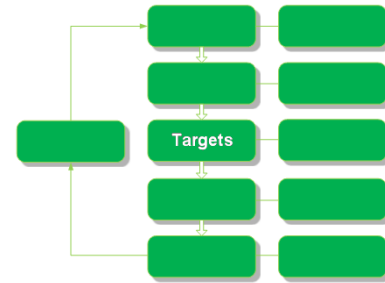


The CSI Approach

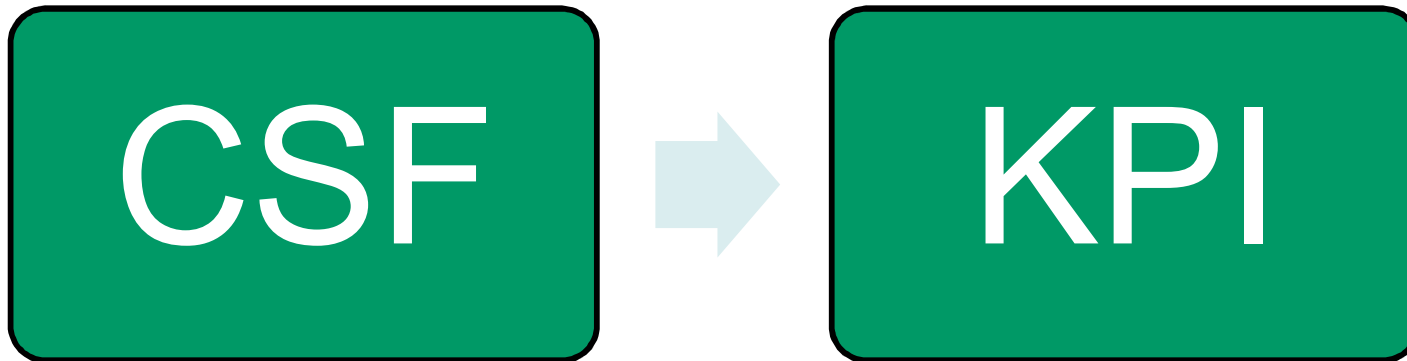


Measureable Targets

- Process targets
 - CSFs, KPIs, Maturity
- Service targets
 - Based on SLAs
 - Based on value of customer outcomes
- Technology targets
 - To support the service targets
- All targets must be **SMART**
 - **S**pecific, **M**easureable, **A**chievable, **R**elevant, **T**ime-based



CSFs and KPIs



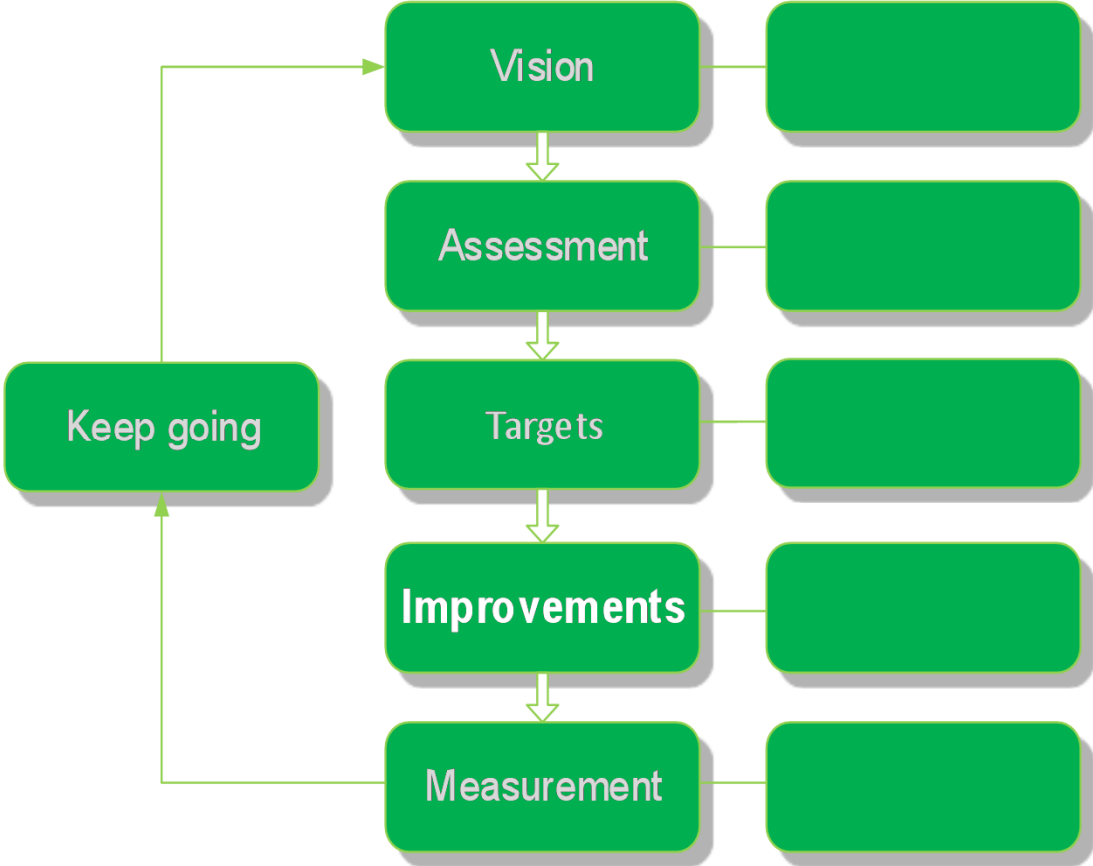
CSF Downtime of service xxx does not have a serious impact on customer's business process

KPI Maximum of 4 service outages in a year

KPI Maximum downtime of 30 minutes for any service outage

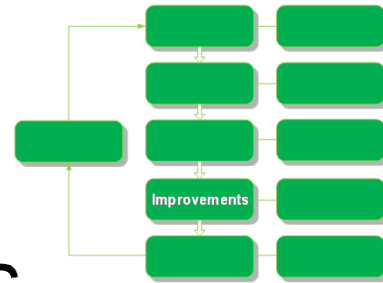


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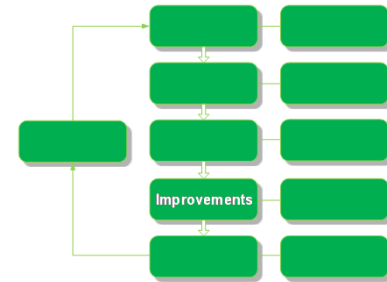
Build on what you do well



- Don't just look for gaps to address
- Use the assessment to find good things
- Spread these good practices to other people, processes, teams, functions etc.
- Get the teams and people with good practice to show others how they work

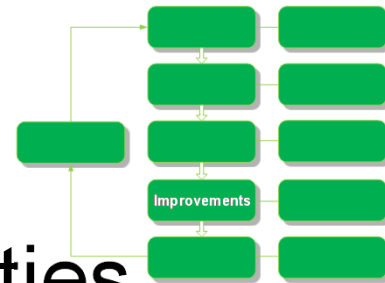
Identify opportunities

- From the assessment
- Suggestions from IT staff
- From customer suggestions and complaints
- From development staff and projects
- From any risk registers
- From process reviews and KPIs
- From problem management
- Where else?





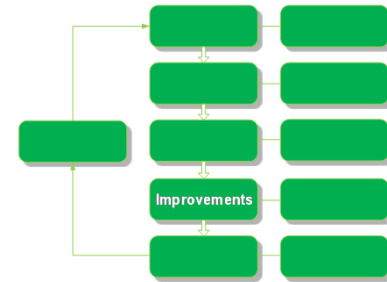
Use the CSI Register



- Consolidate improvement opportunities
- Group related opportunities
 - To create potential projects
- Identify costs and resources for each project
 - Just need a very rough estimate at this stage
- Document benefits for each project
 - Include positive benefits as well as reduced risk/pain

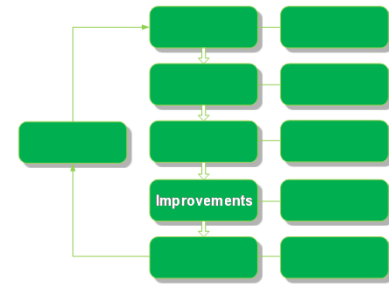
Prioritise opportunities

- Based on
 - pain, risk reduction, cost, resources
- Sort and select improvements
 - Don't take on more than you easily can
 - It's better to fix a small number of things than to take on more than you can manage





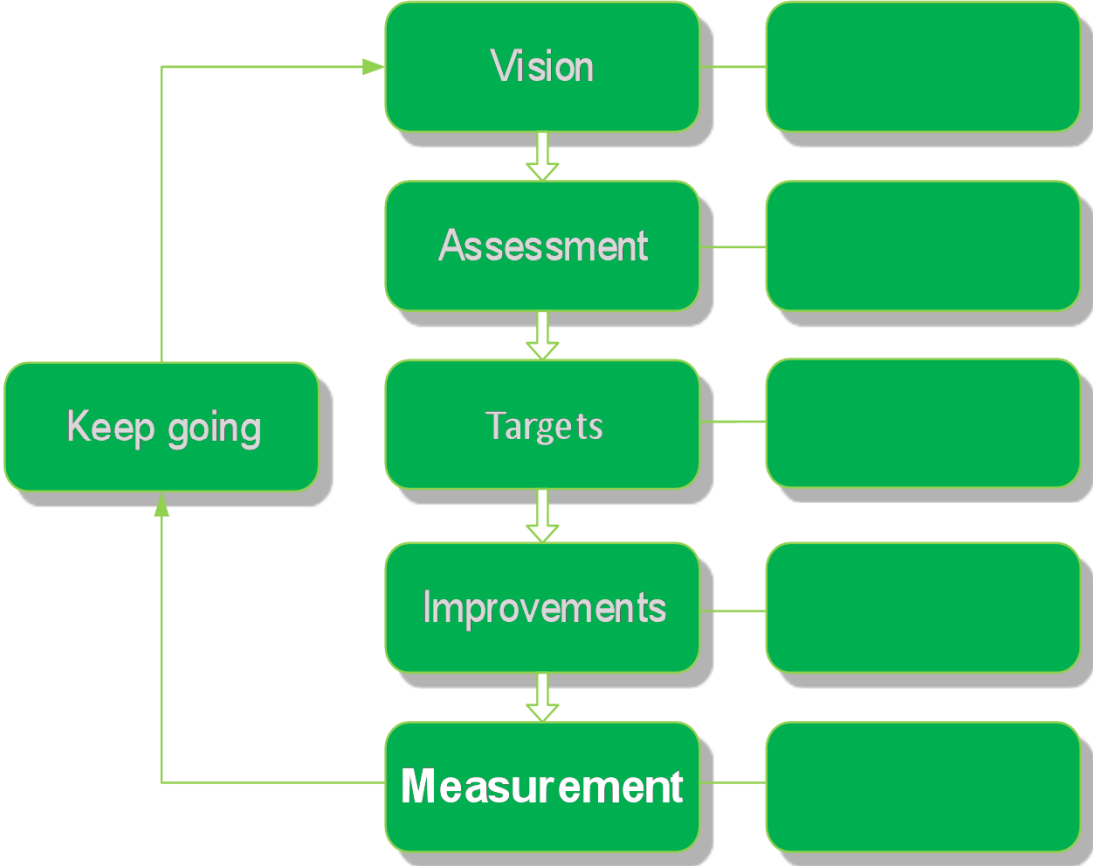
Plan Improvements



- Plan in sprints
 - Each sprint should deliver incremental value
- Allocate owners for sprints
 - Only for the improvements you have selected
- Each sprint should make a difference
 - Think about how you can measure this

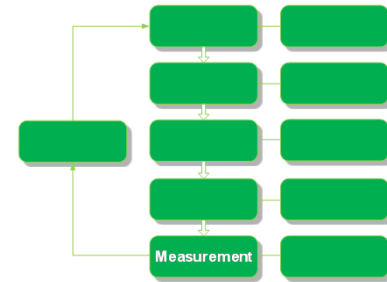


The CSI Approach



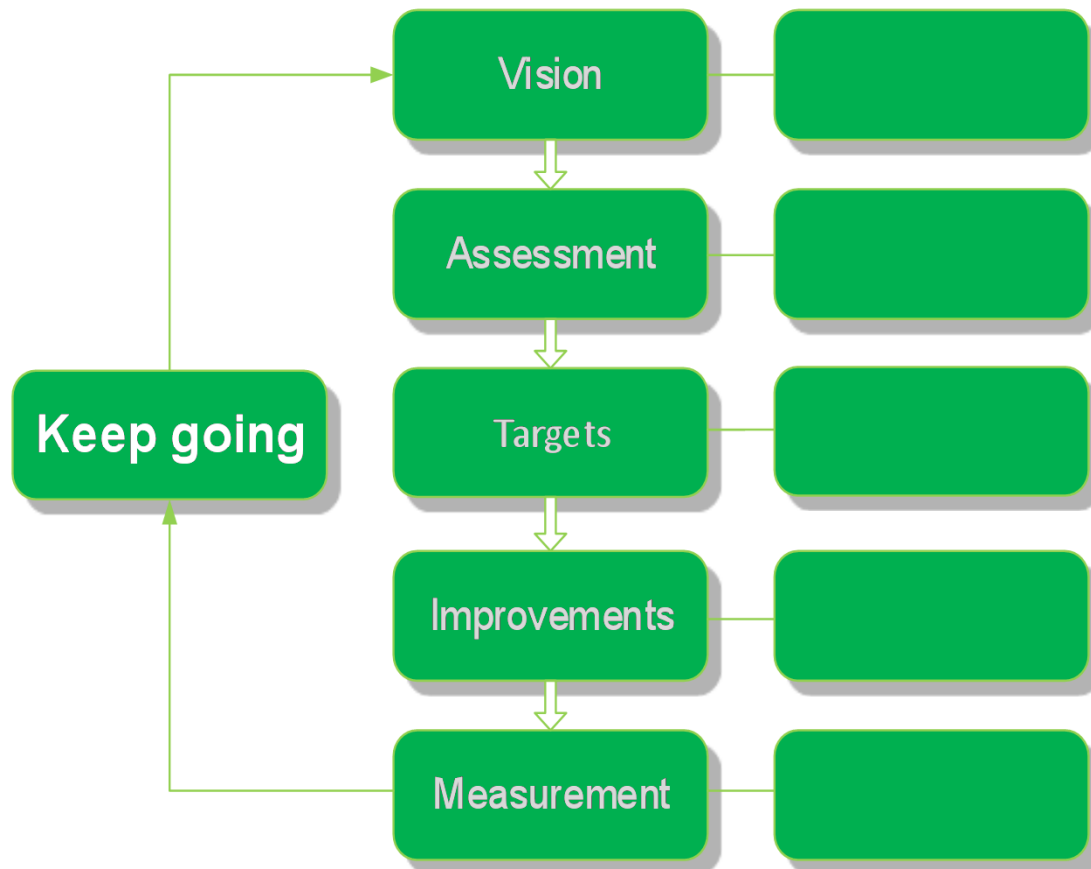
Manage Improvements

- Regular progress meetings
 - Daily for each sprint
 - Monthly for overall CSI plan
- Update CSI register to track progress
- Monitor KPIs and CSFs
 - For processes, services and technology
- Use retrospectives to improve CSI





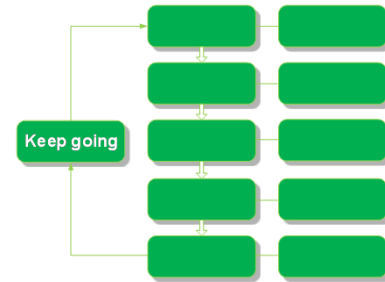
The CSI Approach





Keep looking for issues

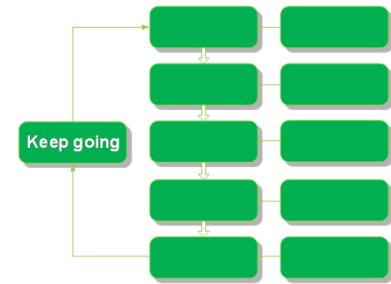
- Customer review meetings
- IT staff suggestions
- Process reviews and retrospectives
- KPI monitoring
- Regular assessments and benchmarking
- Supplier reviews
- Problem management





Monitor and report

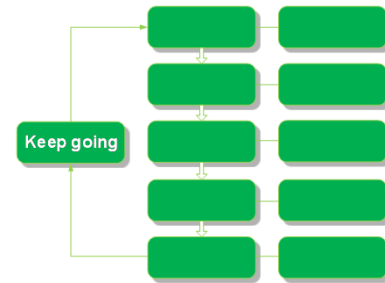
- Make improvements visible
 - To customers and users
 - To IT staff
- Ensure suppliers are fully engaged
 - You must manage the entire value network
- Relate improvements to business outcomes
 - To justify future investments
- Keep re-prioritising opportunities



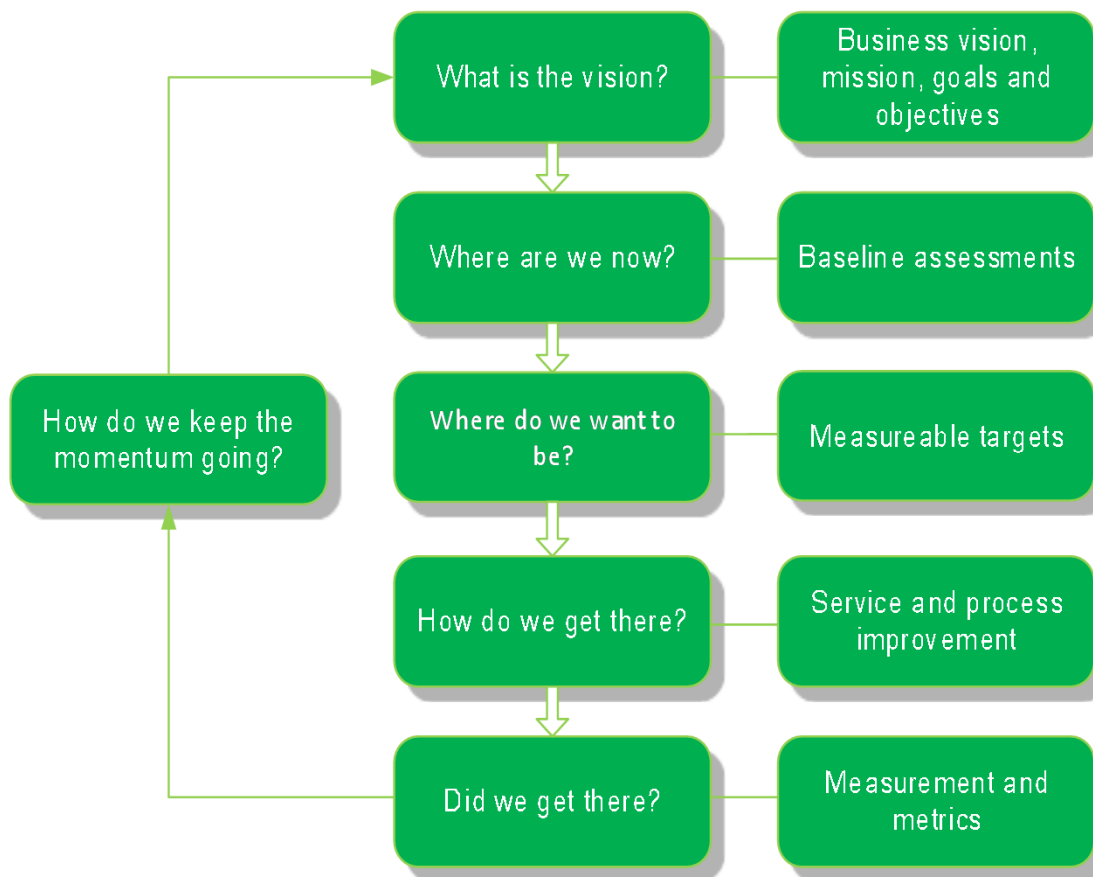


What can go wrong?

- Complacency
 - The biggest enemy of continual improvement
- Lack of sponsorship
- Blame culture
- Lack of risk management
- Too much time spent fire-fighting
 - No commitment from people you need
- Wrong metrics



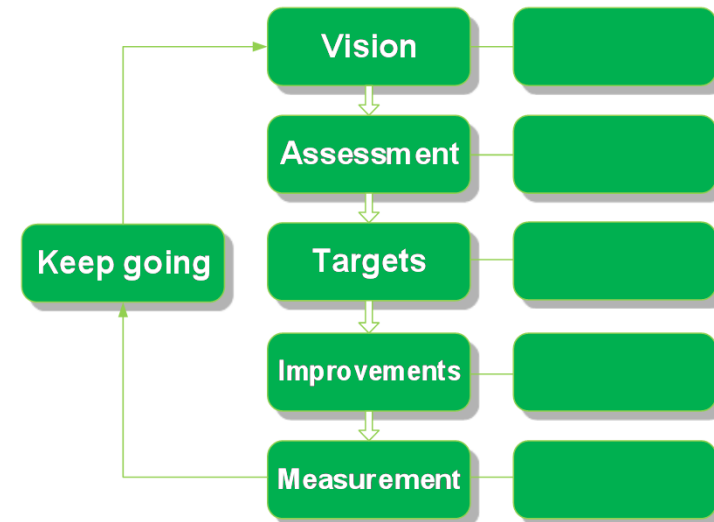
The CSI Approach





Action Plan

- **Monday Morning**
 - Create a CSI register
 - Start logging improvement opportunities
- **Next 90 Days**
 - Get stakeholders to document a vision
 - Carry out an assessment
 - Create an improvement plan
- **Next Year**
 - Make sure you have really good metrics
 - Carry out a new assessment
 - Report improvements





Additional Resources

- CSI - it's what itSMF is for
 - Attend and contribute to sessions
 - Share ideas with each other
- You can contact me for advice
 - @StuartRance
 - StuartR@optimalservicemanagement.com