

IT Resource Performance Management (IT RPM)

How new technology is driving an evolution in the way we do service management

April 2014



IT RPM

IT Resource Performance Management (IT RPM) is about engaging IT and business resources with each other and working together to solve business problems with technology. It's about taking down barriers and enabling an open, anytime/anywhere, collaborative style of problem solving.

Executive Summary

A recent Forrester survey of 3,700 IT leaders showed that, on average, 72% of the IT budget is spent on “keeping the lights on” - leaving just 28% for improvements and innovation. In the age of rapid digitalization, businesses are crying out for innovation, but IT has been rendered powerless - bogged down with day-to-day operations. Clearly, something needs to change. IT needs to shift up a gear. But how?

IT Resource Performance Management (IT RPM) brings new thinking and new technology together with established best practices in IT Service Management (ITSM) to enable an evolution in the way IT support and IT operations work. It's about applying new technology paradigms (social media, game mechanics and multichannel) to the world of ITSM to kick things up a notch and drive a “step-up” in performance. What we find is that collaboration, gamification and multichannel fit well with established ITSM frameworks (ITIL®, COBIT®, MOF) and they complement each other to improve engagement and productivity – with a positive effect on IT operations and business productivity.

In practice, IT RPM is about augmenting ITSM processes with social engagement, game mechanics and new digital communication channels to make IT support and IT operations more efficient and effective. It's about using new technology to manage people, processes and infrastructure to get the job done better, faster and cheaper.

By applying these new technologies in a strategic manner, the IT organization can truly optimize the value that the business gains from technology, whilst streamlining IT operations to lower costs.



Executive Summary continued

IT Resource Performance Management will help you:

- Augment IT processes with social collaboration, game mechanics and multichannel communication to improve IT performance.
- Engage IT people with business objectives.
- Broaden the participation in the use (and management) of technology to include a tech-savvy workforce.
- Establish a more people-oriented approach to IT.
- Get IT people and business people working together – wherever they are – to solve business problems with technology.

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Introduction

Not long ago, enterprise IT was about managing a datacenter, a network, the desktop environment and a handful of business apps.

Back then, the IT estate of an enterprise-scale organization might not have been *small*, but it was relatively *simple*. Now, cloud computing, globalization, a mobile workforce, consumerization of IT, big data and the influx of digital natives into the workforce are all factors that combine to create a perfect storm for IT – and one that insular, technology-focused IT departments are not well equipped to deal with.

IT was supposed to be leading the charge in harnessing technology to improve business performance. But the technology began to move too fast, IT got bogged down in supporting legacy systems and hasn't kept pace. Now, a huge gap has opened up between what the business expects and what IT delivers. Never before has there been so much tension between the business's need for change and the IT organization's desire for stability. Meanwhile, IT is stuck in an operation or 'break-fix' mode.

Keeping the lights on isn't enough anymore. IT must be more sensitive to the changing needs of the business. As satisfaction with IT is eroded, budgets continue to remain flat, IT leaders are forced to manage from a cost perspective, and value is further eroded. It's a vicious circle. A quarter of IT spend now happens outside of the IT budget. In the absence of value coming from IT, business units are purchasing cloud applications and end users are bringing their own devices into the workplace. While the IT department is busy patching up the existing infrastructure, it's leaking budget on a grand scale.

Many IT departments are stuck in a downward spiral. The next five years will either go very well or very badly for IT. As the business acquires more and more of its own technology, corporate IT is shrinking down to cover only the commoditized infrastructure technology like email, network and Internet access. The businesses appetite for the cloud is pushing IT into a "service provider" box. Business units are breaking away from central IT to create their own business-focused technology centers, leaving little left for corporate IT to own.

So what is the answer? How can IT put out the fires, re-engage the business and evolve into an innovative powerhouse? CIOs need to "turn the map" to focus on building value in order to bring technology back to the front and center of the business – where it should belong. Efficient IT Service Management (ITSM) has never been more important to IT, but it needs to stretch beyond the basic incident/problem/change processes. There's something missing. ITSM as it is today just seems a bit flat in today's multi-dimensional world.

IT Resource Performance Management is a solution to the challenges that today's IT leaders face which harnesses new perspectives, new practices and new technologies being used in business to deliver value from IT. IT takes the best of social, multichannel and gamification and applies it to service management - integrating these new technologies directly into IT support and operations.



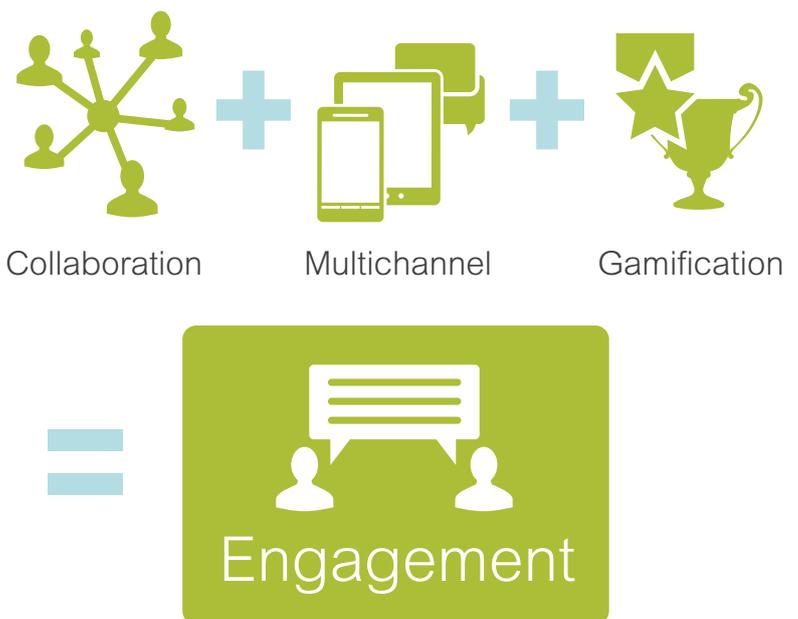
Figure 1 - Social collaboration, game mechanics and multichannel strategies fit well with (and complement) established service management processes and activities.

IT RPM: A system of engagement for IT

When you take an ITSM system and add elements of social, multichannel and gamification you turn a system of record into a system of engagement.

These new technologies add a “human layer” to support the deep interaction that is required to manage IT. A system of record is one which is focused on managing data. Excel is a system of record. An incident logging form is a system of record. In some applications, the process might also be managed, but the actions and interactions happened *offline*. They’re “out-of-band”, so they’re not supported or captured by the technology. In a system of engagement, the collaboration and decision making happens online and is recorded in the context of the ITSM process, giving it more continuity, meaning and reusability. In effect, the work that is done is recorded more completely, forming a valuable, reusable knowledge asset – an end-to-end “how-to” guide for solving a specific problem.

A system of engagement lets people do online what they’ve always done offline. It supports collaboration, captures interactions and makes it work on a global scale – with no geographical or departmental boundaries. It enables rich, meaningful conversations about business problems and how technology can solve them. It enables relationships between people on “both sides of the wall”, and you find that there is no wall any more. No more silos. The established ITSM processes and data are still there, but engagement is integrated into the processes inside the system. To use an example, Facebook is a system of engagement. People use it to engage with each other, but it is supported by a system of record underneath.



Collaboration: Humanizing IT

IT needs to harness social technology with a clear purpose.

The high level objective is to open up what IT does – to make it more transparent and integrated with what the business does. IT needs to bring people together and integrate IT with the business as a single, technology-driven machine.

In most organizations there are few touchpoints between IT and the business: SLAs, maybe a service catalog and, of course, the service desk when things go wrong. In order to drive integration, IT needs to open up the number of touch points – to enable deeper interaction between business people and IT. By doing so, the walls between IT and the business dissolve and true integration happens. IT people collaborate with IT people. IT people collaborate with end users. And end users collaborate with each other. The demand for technology and technical advice is rising. Business people want more direct interaction with the experts within IT to help them solve business problems. They want to reach into a pool of knowledge to get what they need. This is where the big opportunity for IT lies.

Social profiles are a key enabler for inter-departmental collaboration. Social profiles form a company-wide directory of IT and business people that can be searched to find the best people to collaborate with on a specific problem. They show skills and responsibilities and allow individuals to tap into resources they might not have otherwise been aware of.

Within IT, bringing collaboration into established processes helps to facilitate the flow of information and streamlines processes for faster outcomes. Outside of IT, business people have a platform for sharing knowledge and best practices to get the most out of the technology they've got. After all, it's IT's job to ensure applications are up and running. Collaboration tools allow end users to crowdsource solutions from the people who know the applications best – the user community.

This sort of open collaboration centralizes information but also, to a certain extent, decentralizes control. Activity becomes a bit more “fuzzy”, with unstructured collaboration happening outside of rigid processes. In many cases, there is no defined process for the sort of work that is going on. In this way, a social IT system is able to support a broader variety of problems and outcomes, whilst still maintaining a complete record of interaction. Collaborative systems are *designed for loss of control*. This directly facilitates the sharing of proprietary knowledge, which previously has been IT siloed and often difficult to leverage.



Game Mechanics: Driving productivity

Game mechanics encourage productive behaviours and support organizational change.

Sometimes it's difficult to make changes stick or accelerate productivity. Cultural issues and resistance can make it difficult to gain traction with new projects, tools and processes. Gamification has been proven to help support change in many areas of the business.

Gamification is the process of taking the motivational aspects of recreational games and applying them to a business content. Elements such as points, badges and leaderboards have all been shown to be effective at increasing motivation and engagement in many areas of the business – and there is a place for gamification in IT as well. IT openly recognizes the skill set of employees and showcases individuals in a knowledge culture.

In the world of ITSM, game mechanics can be used to reward many positive behaviours such as:

- Using a service catalog or self-service portal instead of calling the service desk
- Participating in a problem-solving collaboration.
- Contributing a knowledge artifact to the knowledge base.
- Using a knowledge artifact to solve a problem.

Game mechanics are also very powerful in the context of training. Most service desks suffer from a high turnover of staff, so ramping up skills and getting analysts productive quickly is a big challenge for IT. Gamification can help to support a training program with points and badges to create a defined path and add additional motivation.



Multichannel and the mobile explosion

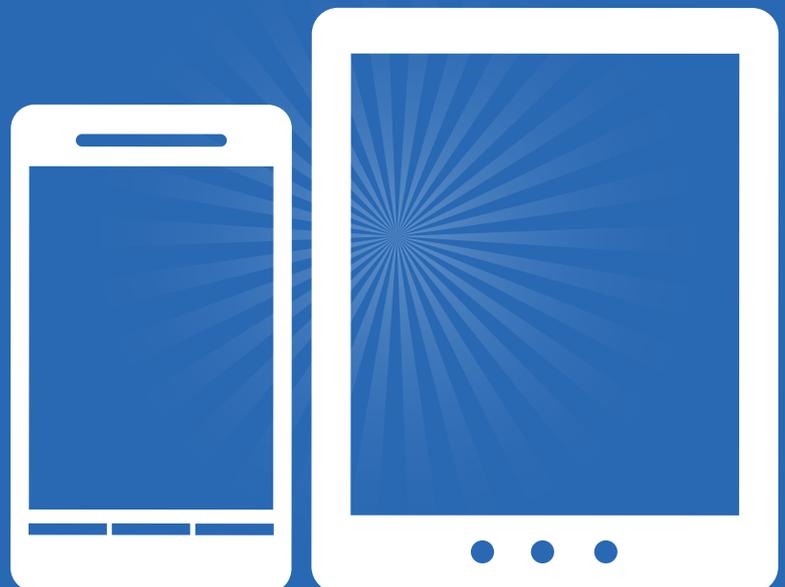
Multichannel strategies born in the retail sector are all about giving people choice; the choice to interact in the way that works best for them.

It's about providing communication solutions that work in the context of the end user *right now* – and it has become an expectation. The traditional channels that IT uses to interact with the customer base – phone, email, fax and web – are no longer sufficient – particularly for the influx of *digital natives* that are now entering the workforce. For them, the big question is: “Is there an app for that?”

Forrester recognizes that “mobile is the new face of engagement” and mobile is the fastest growing channel in the multichannel goody bag. It is the new channel of choice. These days, nobody wants to have to wait in a call queue or head back to the office to get something done. They want to access services and support via their tablets and smartphones, so IT needs to make device-agnostic, anywhere/anytime interaction a reality for them. By 2015, research specialist IDC estimates that an additional 300 million mobile workers will join the one billion currently active in the global workforce. That's over a third of the world's workforce.

A mobile, digital IT interface enables access to services, support, knowledge sharing and collaboration on the move. Using the same ITSM tool in the office and in the field makes it easy for IT people and end users to stay connected wherever they are. The seamless transition between devices removes barriers to productivity.

Enabling end users with mobile access means they can log their own incidents and service requests on the move, as well as access status updates, which diverts calls from the service desk and frees up IT people to focus on improvement projects and innovations.



Knowledge: Surface. Store. Use.

Knowledge is the lifeblood of an organization.

Cut off the flow of knowledge and the organization will wither. Promote the flow of knowledge and the organization will become more healthy and agile. Knowledge is the key enabler of productivity in every area of the business – and IT is no exception. IT departments need to get better at capturing, sharing and reusing knowledge if they're going to break out of the break-fix rut and become an innovator for the business. If IT people are busy reinventing the wheel every time the service desk phone rings, there will never be time to tackle improvement projects.

You can't talk about collaboration without talking about what it can do for knowledge management. Many of the collaborations that happen "out-of-band", i.e. outside of any system of record (phone conversations, face-to-face meetings, email chains), contain valuable knowledge that is reusable. But this knowledge is never captured. By bringing these collaborations into a system of record, they become ready-made knowledge artifacts that can be searched and used to solve issues that come up again and again. This delivers two benefits: it takes pressure off the service desk – and it enables end users to solve their own issues as and when they arise.

Let's not forget - IT people cost money, so IT RPM is about leveraging the skills and knowledge of your IT people for maximum benefit to the business - not getting bogged down fixing the same issues again and again and again. To solve this problem, you need to shift knowledge out from the depths of IT into the service desk and beyond – out into the business itself. By enabling end users to solve their own problems using knowledge originating from IT, you simultaneously empower the business and lift a burden off your IT people.

The influx of *digital natives* into the business means that the IT customer base is becoming more tech-savvy. Digital natives are both more able and willing to solve issues – for themselves and others around them. The challenge for IT is to support this demand by helping IT customers help themselves. The need for IT to intervene in every IT issue is diminishing, and a call to the service desk is rarely the first action for a tech-savvy digital native. What IT needs to do now is enable self-support and peer support through more effective knowledge management (ensuring knowledge is captured and leveraged to solve existing issues) and more effective collaboration (so that a business user can 'pull' support for new issues that emerge).

So the business's expectations of IT are changing. The business wants IT to provide a platform for self-support and peer support. This takes a massive burden off the IT people that handle day-to-day operations and releases them to focus on innovation for the business.

The combination of collaborative technology and social profiles helps you surface answers faster from a global pool of knowledge. Social profiles and social collaboration tools combine to support ad-hoc knowledge-sharing. Social profiles allow IT people and end users to identify hidden pockets of knowledge, out-with the usual list of subject experts. People can search social profiles to find the right people to collaborate with. The whole organization becomes a "living" knowledge base that goes far beyond anything you might be able to capture digitally. As this all happens in a system of engagement, these interactions are automatically captured for re-use. Offline knowledge is pushed online and the knowledge base grows over time – in size and value.

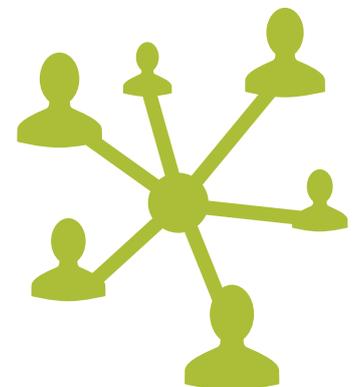
Where a knowledge base helps you support more stable IT operations, it is collaboration that is the key to new business innovations. The formal knowledge base is a tool for the operations side of IT, but collaboration is a tool for IT development. In this way, the combination of collaboration and social profiles help support both the day-to-day IT operations and business-focused innovation.

"Wisdom of the past is not enough to get us to the future"

Gunter Pauli, Author of The Blue Economy

Takeaways

If you take away just one word from this, let it be "connected". IT departments need to be connected to each other. IT people need to be connected with business people – and vice-versa. Business people on the move need to be connected to their colleagues across the other side of the world – 24 hours a day, 7 days a week, 52 weeks a year. If you start joining the dots (the dots are people, not gray boxes), communication and collaboration will follow.



IT RPM with the *assyst* ITSM solution

Axios Systems is pioneering *IT Resource Performance Management (IT RPM)* – harnessing new thinking and new technology in ITSM to make IT more efficient at delivering and supporting services.

IT Resource Performance Management (IT RPM) is a new term in the IT industry. It's an umbrella term, encompassing new technologies that drive significant improvements in IT performance and business value. By integrating these new technologies into IT operations, IT RPM elevates service management to the next level – a more mature organization focused on performing for the business. Processes are streamlined, end users are empowered, and IT becomes closely integrated into the business.

IT RPM combines automation, collaboration, gamification, mobility and analytics to drive increases in IT efficiency and end user productivity. It's about getting the best possible performance out of IT. It's about collaborating and sharing knowledge to become more efficient and creative in the way that IT and the business solve problems. It's about IT people working hand-in-hand with the business to solve problems fast.

How *assyst* supports IT RPM

- The *assyst* ITSM solution integrates social collaboration and gamification into ITSM processes and makes it available to IT people and business people alike through the device of their choice – desktop, laptop, tablet, or mobile.
- Multichannel capability, including web and mobile apps, makes *assyst* a unified ITSM solution for modern, mobile businesses, catering for interaction anywhere and everywhere.
- Social profiles help people make connections, collaborate and build relationships with the right people to get the job done – across geographic and departmental boundaries.
- User engagement and adoption: a system that IT people and end users *want* to use.
- Underpinned by an intuitive UI design which encourages collaboration and makes it simple for users to adopt.
- Dedicated functionality: IT to IT; IT to the business; business to business; crowdsourcing support.

“[assyst’s] IT resource performance management (ITRPM) function uses social collaboration, mobility, and gamification to connect IT and business users to provide decision support.”

FROM GARTNER MQ for IT Service Support Management Tools

Axios

For more than 25 years, Axios Systems has been committed to innovation by providing rapid deployment of IT Service Management (ITSM) software. With an exclusive focus on ITSM, Axios is recognised as a worldleader, by the leading IT analysts and their global client base.

Axios's enterprise ITSM software, *assyst*, is purpose-built, designed to transform IT departments from technology-focused cost centers into profitable business-focused customer service teams. *assyst* adds tangible value to each client's organization by building on the ITIL® framework to help solve their business challenges.

Axios is headquartered in the UK, with offices across Europe, the Americas, Middle East and Asia Pacific. For more information about Axios Systems, please visit our website, Twitter or YouTube channel.

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Brian Hendry has more than 20 years IT experience, designing and delivering business critical IT service projects to public and large international corporates.

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