

INDEX

- Accountability, 29–30
- Application management, 72, 91
- Asset and configuration management (ACM), 43
- Attitudes, 30, 62, 97, 142–143
- Auditing methods, 29
- Authenticity, 5, 22–24, 39, 133, 156
- Automation, 90, 136, 146
- “Avoid tunnels, take the ferry” statement, 133–134

- Backup strategy, 93–94
- Band-aid approach, 96
- Business (*see also* Integrated ITSM business model), 6, 131–132
- BKIM, 44–45
- case, 83–84, 90–95, 120, 126
- etiquette, 105, 109, 114–116

- ITSM, 135–143
- language, 135
- operating model, 141–142
- process design, 46–52
- production environment, 92
- relaxation in, 151–152
- reliance on technology, 160
- service agreements, 44
- validate business intentions, 98
- value scope, 14–17
- workflow, 45–46
- Business change management (BChM), 45
- Business culture, 7, 59, 101–103, 113–114, 121, 162
- attitude, 68
- multifaceted differences in, 1
- Business knowledge and information management (BKIM), 44–45

- Business management
 - fundamental guideline, 160
 - segments and ITSM, 58–59
- Business maturity, 2–4, 57, 79
 - goal, 83
 - ITSM for, 13
 - metrics, 160
- Business Relationship Management process (BRM process), 63
- Business strategy management (BSM), 43–44
- Business transformation management (BTM), 45
- Change build & test services (ChBT), 44
- Change request (ChR), 44
- Cloud® technology, 137
- Cohesive business, 25
- Cohesive relationship goal, 82–83
- Collaboration goal, 82
- Communication, 7–9, 147, 152
 - channels, 132–135
 - tunnel methods for, 134
 - verbal, 9
- Compliance, legal, or security (CLS), 85–87
- Confidential knowledge, 134
- Contractual obligations, 127
- Control Objectives for Information and Related Technologies (CobIT), 71, 85
- Cost(s), 16, 65, 88, 112, 119–120
 - inflating, 125–126
 - investment, 5, 13, 26
- Cultural/culture, 142–143
 - change, 83–84
 - ITSM, 122–129
 - variances, 126
- Customer(s), 88, 109–110
 - behavior, 14
 - on business functions, 68
 - demands, 148–149
 - experience, 12
 - loyalty, 26
 - relationships, 6
 - service, 53, 112
- Data and knowledge management (DKM), 44
- Demand, capacity, and availability management (DCA management), 43
- Development and Operations unit (Dev/Ops), 71–72
- Ebb-and-flow cycle, 74
- Ecosystem, 104–107
 - footprint, 107–111
 - roles in, 111–121

- Electronic messages, 9
- End user, 112, 141
- End-to-end service, 145

- Failure of ITSM, 146–148
- Ferry method, 133–134
- Finance and accounting management (FAM), 45
- Financial/finance, 95–99
 - investment, 59
 - management, 43
- Firefighting, 144, 149
- Formal ITSM frameworks, 3, 25, 119, 146
- Formalization, 29
- Fulfillment management (FLM), 45

- Gap analysis, 126–129
- Goals, 10, 26, 78–82, 86, 160
 - business, 70
 - quarterly, 78
 - short-term, 80, 82
- Governance model, 79, 85

- Human error, 135
- Human resource management (HRM), 45
- Human resources, 84, 120, 125

- Improvement Movement, 23, 25
 - activities, 29–30
 - ITSM, 25–26
 - lack of understanding, 26–27
 - personalities, 39–42
 - plan, 31–35
 - real-world example, 35–39
 - steps, 27–29
- Incident and problem management (IAP), 43
- Incident management, 48–49
- Information technology (IT), 54, 65, 84, 95–99, 101
 - business function to IT service mapping, 66–67
 - providers, 81–82
- Sales & Service unit, 62
- Service Provider, 61–62, 95
 - transforming IT to sales organization, 60–65
- Information Technology Infrastructure Library (ITIL)[®], 71
- Information technology service management (ITSM), 1–5, 10, 12, 25–27, 35, 70–71, 101
 - adoption, 82
 - business case, 90–95, 135–143
 - and business processes, 42

- control environment, 124–125, 141
- culture, 122–129
- ecosystem, 104–107
- failure, 146–148
- framework, 70–76
- initiation, 144–145
- intention outline, 83–89
- issues and managing priorities, 148–153
- IT and finance, 95–99
- ITSM—turning theory into reality, 54–60
- layer, 103
- limbs, 6–7, 131–132
- organization for, 65, 68–70
- processes, 43–44
- roles in ecosystem, 111–121
- solution goal, 82
- tasks, 102
- transforming IT to sales organization, 60–65, 66–67
- visualizing future, 76–83
- wellness assessment, 153–159
- Infrastructure operations, 72–73
- Integrated ITSM business model, 72–73, 133, 137–138, 140–141
- awareness, 139
- governance, 139–140
- parts, 141
- retaining people by training people, 140
- tips for design, 142–143
- Integrated operations models, 25
- Intentions, 78–82
 - business, 26, 54, 98, 119, 140, 142, 160
 - mutual, 82, 142
 - provider, 14
- Interpretation, 9–10
- Interviews, 28, 87, 159
- IT Strategy Management (ISM), 43
- ITSM Business Maturity Metrics (I-BMM), 159–160
- ITSM Control Board (ICB), 123, 125–129
- Job-mapping model, 119–120
- Layered model, 3
- Lightsaber, 123
- Live for use, 21–22
- Live production environment, 22, 44, 77
- Loyal customers, 113
- Major Incident (MI), 55–56, 127, 148
- Maturity level measures, 133
- Microsoft Operations Framework (MOF), 71

- Mindful adoption, 79
- Mutual understanding, 10, 57, 97
- Obstacles, 23, 54–55, 65, 69, 78, 95, 99, 102, 106
 - converting, 55
 - cultural, 84, 98
- Operational, service
 - delivery stage, 21–22
- Operational change
 - management (OChM), 22, 43
- Operational-Level Agreements (OLA), 154
- Organizations, 4, 48, 51, 54–55, 107, 119, 144
- Ownership, 84, 121
- People, 6, 58, 77, 92, 131–132, 135, 152, 158
 - attitudes, 39
 - behaviors, 59
 - in business, 7
 - capabilities, 31–32
 - in IT units, 101
 - layer, 73
 - perception, 62
 - resources, 108
- Perception, 1, 9, 12–13, 17, 51, 57
 - customer, 149
 - disjointed, 77
 - people, 62
- Perseverance, 131
- Personalities of
 - Improvement
 - Movement, 39–42
- Practical ITSM model, 3, 6, 25, 27, 72–74, 76
- Process design, 2–3, 46–47, 128
 - cautions, 51–52
 - tips, 48–51
- Product-driven process, 126
- Progression (*see also* The Authentic Service Progression (TASP)), 6, 131–132
 - cycle, 74
 - value visibility, 23–24
- Queue management, 52
- Real Time Observance exercises (RTO exercises), 156–159
- Reality, 18–19
- Relaxation in business, 151–152
- Request and order management (ROM), 45
- Resource management, 88
- Responsibility, 30, 45, 133, 156
- Return on investment (ROI), 14
- Risk management, 89

- Sales & Service IT units, 62
 - Sales organization
 - business function to IT service mapping, 66–67
 - transforming IT to, 60–65
 - Service
 - delivery, 21, 53
 - design, 19
 - management, 3, 53, 108
 - Provider, 14
 - value, 12
 - Service Integration and Management (SIAM), 71
 - Service-Level Agreements (SLA), 154
 - Setback (*see* Obstacles)
 - Six Sigma's® process
 - maturity model, 42
 - Stakeholders, 116–117
 - Start-up phase for ITSM, 60, 74
 - Subject Matter Experts (SME), 88, 105
 - Super users, 112
 - Suppliers, 88, 117–118, 128
 - Sustainable development, 108
 - Technical Operations and Application teams, 136–137
 - Technical services, 13
 - level management, 44
 - Technical staff, 118–121
 - Technical units, 25
 - Technology, 4, 6–7, 131–132
 - service provider, 14
 - units, 15
 - Technology-oriented customer (TOC), 110
 - The Authentic Service Progression (TASP), 3, 5, 24, 133
 - communication, 7, 9
 - gap analysis, 5–6
 - Improvement
 - Movement, 25–39
 - model, 6
 - organizing vital processes, 42
 - personalities of
 - Improvement Movement, 39–42
 - practical ITSM, 6–7
 - tips for fostering mutual understanding, 10–11
 - value cycle, 161–162
 - value process flow, 8, 17–24
 - value visibility, 12–17
 - vital business processes, 44–52
 - vital ITSM processes, 43–44
- Third party (*see* Suppliers)
 - Tunnel methods for
 - communication, 133–134

- User Acceptance Testing (UAT), 87
- Users, 112–113
- Value
 - flow process, 7–8, 17–24
 - proposition, 12
 - ROI, 14
- Value on investment (VOI), 20
- Value visibility, 12–17
 - progression, 23–24, 142
- Value-oriented customer (VOC), 109–110
- Vendor (*see* Suppliers)
- Vendor-centric technical units, 126
- Verbal messaging, 9
- Vision and mission statements, 76–77, 98
- Wellness assessment, ITSM, 153–159