

FIVE (5) KEY FACTORS FOR SUSTAINABLE IT SERVICE IMPROVEMENT

KEY FACTOR #1: ADHERENCE FROM UPPER MANAGEMENT

Undisputed leader of the company, upper management influences the overall behavior of the entire organization.

Ripple effect that pushes managers and then employees to join the collective improvement efforts

Support to the IT organization promotes cooperation of all implicated people

Provides the necessary visibility, which contributes to the success of IT

Opens a communication channel between IT and the business

Allocates budgets

KEY FACTOR #2: RESISTANCE TO CHANGE

Improvement of IT services is a project that significantly transforms and influences the way things are done. Resistance to change is strong and directly affects people.

Changes can:

Cause **FEAR**:

- of losing their job or not being useful anymore
- of being monitored or measured
- of having extra work to do
- of being imposed ways of doing work
- of not being listened
- of being incompetent in a new role

Be slowed down by **BELIEFS** :

- advantages only pertains to managers
- users are satisfied with the current service, and will complain if it changes
- it cannot work in « our » context
- more administrative work, then less time to work on real problems

Face **DISTRUST** of employees, caused by:

- failures or abandonments of past attempts
- internal proposals not considered
- bad experiences with external vendors or consultants
- obsolete procedures that have not evolved with the needs

Concrete results of a change, regularly presented to the employees, restore confidence and overcome resistance.

Invest in people; they are the ones who operate the IT department.



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KEY FACTOR #3: IDENTIFICATION OF TANGIBLE OBJECTIVES

Identify tangible objectives to better prioritize and plan improvements.

Prioritize quick wins that will bring immediate and daily benefits to IT.



Concrete results encourage enthusiasm in resources. Think of involving resources.

Prioritize changes that benefit the end user's experience.



Demonstrates concretely improvement and efforts to users and that IT works for them.

Measure and report results regularly to different audiences (IT, managers, users).



Confirms the success of the initiatives put in place and opens a visibility channel between IT and business.

Plan initiatives, taking into account the level of maturity and capacity to adapt of implicated resources.



Too many changes introduced too quickly counteract the improvement effort and enhance the resistance to change.

KEY FACTOR #4: COMMUNICATION

Communicate improvement initiatives, changes and their benefits creates resilience and tolerance from the people affected.

Establish a communication plan identifying the various audiences, the transmission channels (email, intranet, and internal journal), the frequency and the information that need to be communicated.

Communicate regularly improvement goals, benefits involved and the results obtained considering separately:

- the user's perspective
- the manager's perspective
- the IT perspective

and adapt the language to the audience concerned.

Send notice in advance of any change to avoid surprises. Recap each time the benefit generated by the change.

Communicate results, whether tangible or intangible.



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KEY FACTOR #5: CONTINUOUS IMPROVEMENT

IT services improvement is dynamic and varies according to business evolution.

Identify long-term initiatives, their benefits and plan them.

Identify someone responsible of the continuous improvement plan, which is aware of IT services improvement aimed at the business needs. Proposals for service improvement from users or IT resources are added to the plan, evaluated and prioritized.

Design, prepare and implement initiatives in a project mode to formalize them - this will initiate a momentum for improvement.

Regularly review current processes / procedures and plan corrective actions in the continuous improvement plan.

Allow time for the resources to deploy improvements.

Communicate to relevant audiences.

