

The People Puzzle

Making all
the pieces
fit

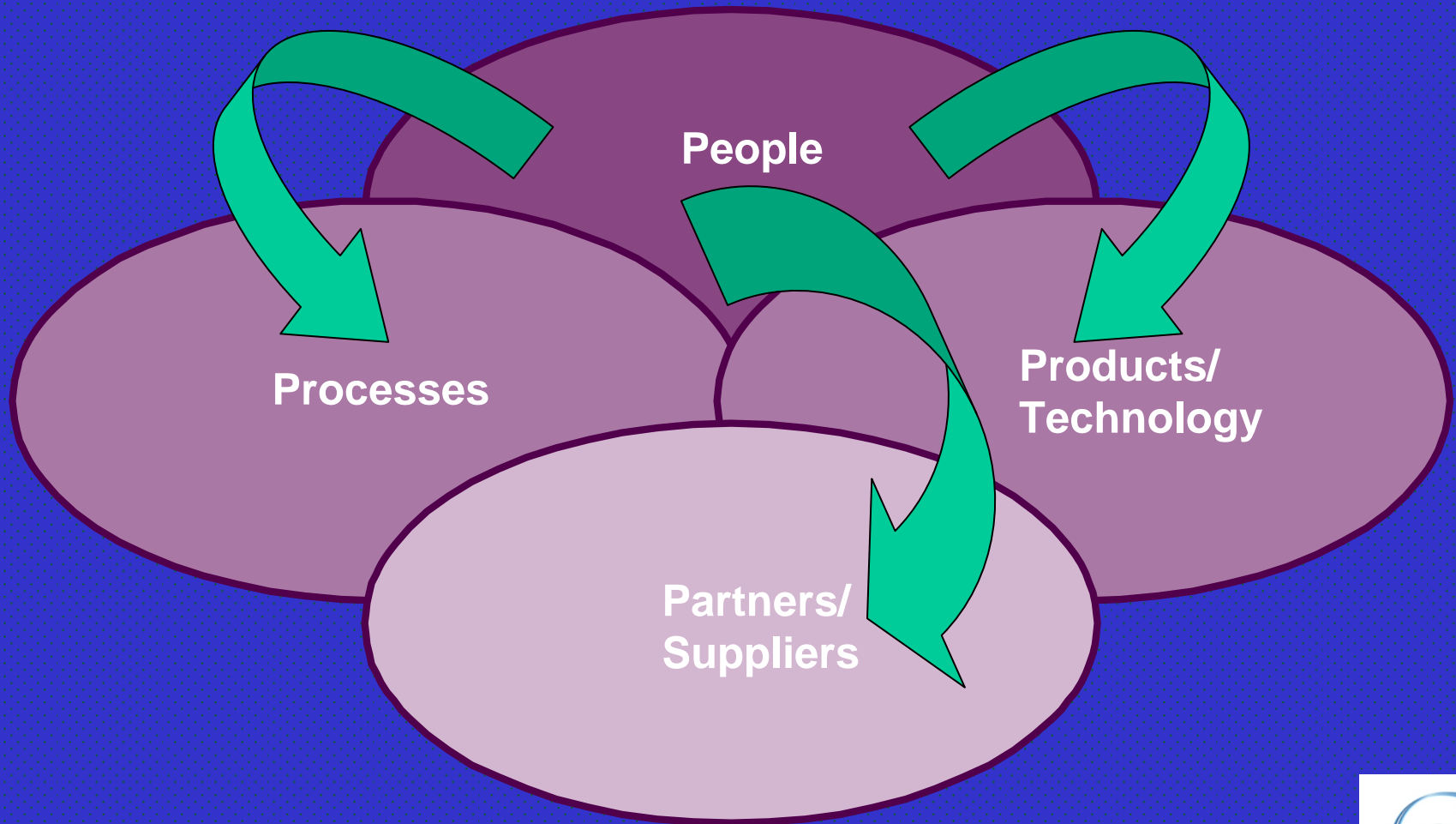


John Griffiths - itSMF Trainer of the year 2007

Agenda

- The four P's of Service Management
- What is culture in Organisations?
- Different types of people that create the culture
- Resources and Capabilities
- Some conclusions

Elements of Service Management (The 4 Ps)



Source – OGC Service Design publication. All copyrights acknowledged

What is culture in Organisations?

- Culture is what is created from the messages that are received about how people are expected to behave in organisations
- Culture is the ability to 'walk the talk'
- The inability to 'walk the talk' is what creates the counter culture
- When you do something new or different it is the culture that will influence how it is done



Types of people that create the culture



Players

Players

- Who ITIL would call the 'Champions'
- Who psychologists would call 'Co-ordinators' or 'Shapers'
- Who we probably call the boss!

- How well the players perform depends on the mix of the other three types

Types of people that create the culture



Supporters

Supporters

- Supporters are potential future players if properly motivated
- Characterised by;
 - Team player ethics
 - Intervene to prevent frictions
 - Help difficult people to guide their skills to positive ends
 - Diplomatic with a sense of humour
 - Good listening skills and people orientated



Types of people that create the culture



Subversives

Subversives

- Appear in several different guises, for example;
 - Agitators – resistant to planned changes, mainly through fear of the unknown
 - Specialists – experts in their field but disregard other team or individual objectives
 - Detailers – Cross the i's and dot the t's. Slow progress mainly due to a reluctance to delegate
 - Evaluators – Mr Spock! Skilled in decision making, analytical, intellectual and unemotional



Types of people that create the culture



Corpses

Corpses

- Been there, done that, can't tell me anything new
 - This could be a combined corpse/subversive role
- Retirement awaits
- Not all corpses are beyond the kiss of life!
 - Some are only 'temporary residents' of this category

Four types of people



Players



Subversives



Supporters



Corpses

Resources and Capabilities

➤ Resources

Direct inputs for production

- Financial Capital
- Infrastructure
- Applications
- Information
- **People**

➤ Capabilities

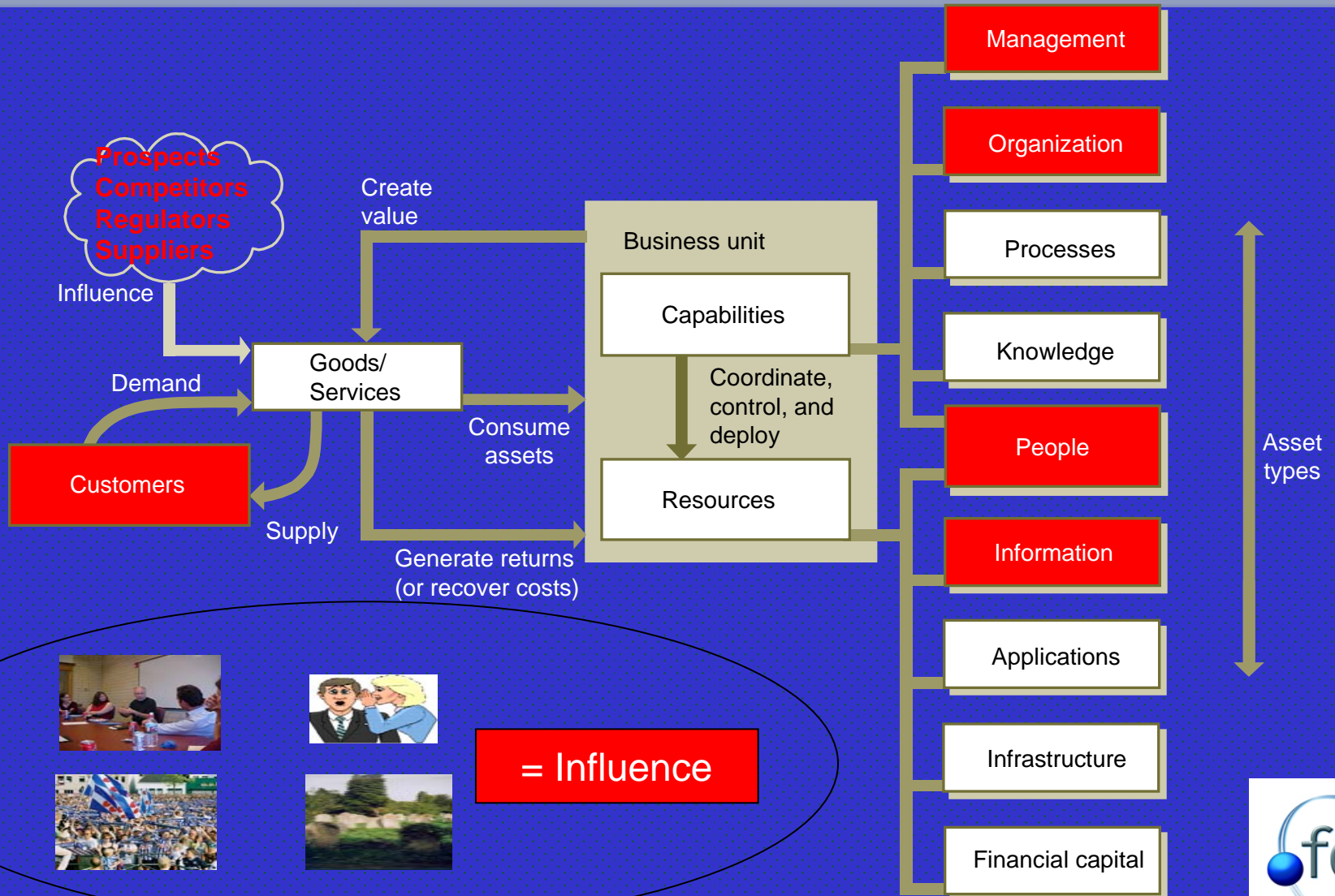
The ability to use resources to produce value

- **Management**
- **Organization**
- Processes
- Knowledge
- **People**

Resources and Capabilities are both **Service Assets** used to create value in the form of goods and services



Value is created by Service Assets



What value does your organisations Service Assets provide?

- When we talk about ‘management support’ we really mean ‘Does the management walk the talk?’
- How do you spot the Champions in your organisation?
- How do you turn your supporters into champions?
 - Do you actually need to?
- How are you going to manage the subversives?
 - Organisational culture will strongly influence this
- Can you reduce the death rate?
 - What are the options for your corpses?

Ensuring value is managed

- Management **MUST** walk the talk for anything to succeed
- Champions or players will identify themselves
- Supporters need training, experience and exposure to challenging and sometimes risky roles
- Subversives need to be identified and have a degree of 'root cause analysis' applied to them
- Corpses need a clearly defined path mapped out for them, typically aligned to team, group and organisational objectives

Some conclusions

- Like the other three 'P's of Service Management, the people dimension is fluid.
 - Natural staff turnover
 - Re-organisations
 - Promotions
 - New roles created

Some conclusions (cont)

- Influence the puzzle by harnessing resources external to IT
- Good services need good customers
- Customers and the business are an integral part of the puzzle
- Third party suppliers are also made up of people who will influence what you are trying to achieve



Some conclusions (cont)

- Acknowledge from the outset there is no such thing as a perfect fit. Just like Service Management being a best practice, the people puzzle is always going to a best rather than a perfect fit
- Understanding the 'profiles' of people will help make the people puzzle fit more comfortably



Finally.....

- Remember life is a mystery to be lived, not a problem to be solved



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