

# Out Of One Silo and Into Another

Breaking Down the Silo Mentality

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### ABSTRACT

Since its conception over 20 years ago, one of the aims of IT Service Management best practice as per the IT Infrastructure Library (ITIL®) has been to assist organisations break down the technology silos within which were embedded service management processes. These embedded processes were duplicated, inconsistent, inefficient and definitely ineffective. What has happened is that organisations have replaced the technology silos with process silos. Processes have been implemented within functional silos and the objective of processes permeating across all technology platforms and throughout the service lifecycle has been missed. In this paper, Karen Ferris will explore why this has happened and how to avoid it.

## 1 Introduction

Since its conception over 20 years ago, one of the aims of IT Service Management best practice as per the IT Infrastructure Library (ITIL®) has been to assist organisations break down the technology silos within which were embedded service management processes. These embedded processes were duplicated, inconsistent, inefficient and definitely ineffective.

What has happened is that organisations have replaced the technology silos with process silos. Processes have been implemented within functional silos and the objective of processes permeating across all technology platforms and throughout the service lifecycle has been missed.

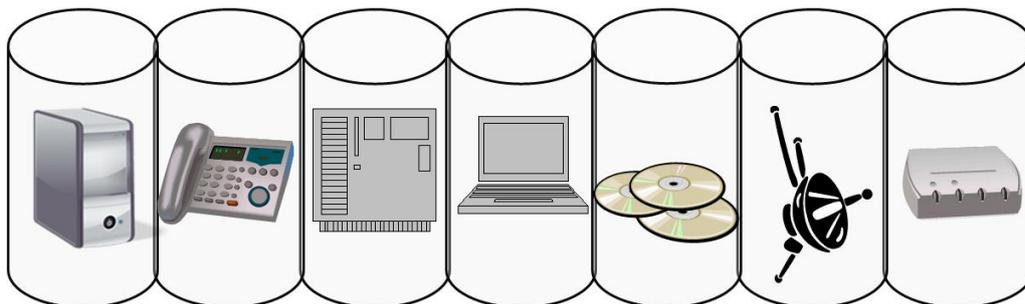
This paper will explore how we have moved from technology silos to process silos and why this has happened. It will explore the repercussions to the organisation and two key things that the organisation can do to remove or avoid those silos – namely to define The Process Owner and The Service Owner. The article will also look at how best practice guidance as per the IT Infrastructure Library can assist.

*Definition of "Silo": A silo system cannot easily integrate with any other system. This means we have multiple versions of the same data, violating the idea of a single version of the truth.*

## 2 Technology Silos and Process Silos

### 2.1 The Technology Silos

For many years organisations had created technology silos that reflected how the organisation was structured and processes were embedded into each of those silos.



**Figure 1: Technology Silos**

Figure 1: Technology Silos shows the individual technology silos around which the organisation would be structured. The mainframe platform would have its own processes for handling faults detected and therefore would have a form of Incident Management

process in place. The server platform would also have a form of Incident Management process as would the application development platform, the network platform etc.

This would also be the case for processes around keeping track of assets so each technology silo would also have a form of Configuration Management process. Each technology silo would need some management around changes to the technology in their charge and therefore would have a form of Change Management process.

In addition to keeping track of assets, each technology silo would need a repository for information relating to assets, their attributes including location etc. As a result each technology silo would have a form of Configuration Management Database albeit simply an excel spreadsheet or access database or even a paper based system.

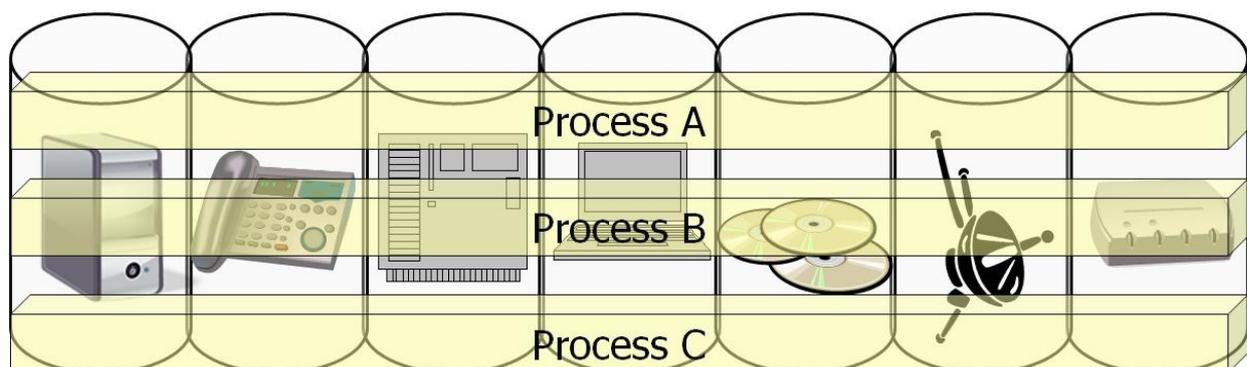
The upshot of the technology silos is that there was process duplication, duplication of effort, increased overheads, inconsistency of information, lack of data integrity etc.

Not only was this a costly situation but also a dangerous one as decisions were being made based upon the data that most likely had serious discrepancies between technology silos. The different processes were confusing to everyone involved and each time a member of the organisation moved from one technology silo to another there was a steep learning curve in order to become competent with the processes within the technology silo to which they had moved.

## 2.2 The Intent of ITIL Best Practice

The intent of ITIL<sup>®</sup> best practice as in Version 1 published in the late 1980s and Version 2 published in 1999-2000 was to guide and assist organisations in recognising that processes should span all technology platforms and that there should be one **consistent, repeatable and measurable** process across all of the silos. Therefore there should be one Incident Management process, one Change Management process, one Configuration Management process and one Configuration Management Database (CMDB) or a single view of a number of CMDBs.

This is illustrated in Figure 2: Single Process across All Technology Silos.



**Figure 2: Single Process across All Technology Silos**

Adoption of this guidance appeared to be a major challenge for many organisations who for a long time had organised themselves around the technology.

There had to be a major mindset shift from the concept of technology silos to one of **services** using both different technologies and common processes spanning those technologies.

The idea of talking about services as a focus rather than technologies and applications was and still is a challenge for many organisations. This will be discussed further in 4.3 The Service Owner but for the purposes of this chapter moving forward let's take the ITIL® definition of service as a guide to what we mean by service.

A Service is a means of delivering value to the customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.<sup>1</sup>

I believe that most organisations and individuals embraced this concept but there has been error in the execution of the guidance available.

Maybe the error in implementing the guidance was because organisations had maintained, and individuals embraced, the technology silos for so long that they found the concept of not having silos of some sort and fashion a little disconcerting!

So despite the guidance available, organisations ended up replacing the technology silos with..... process silos.

## 2.3 The Process Silos

What has happened is that organisations have taken a silo approach in trying to implement best practice guidance by implementing it bottom up rather than top down. Rather than taking a holistic approach across the organisation with a top down approach, the processes have been developed in isolation to each other with little or no consideration to the other processes and the interrelationships. There is little or no integration between the processes.

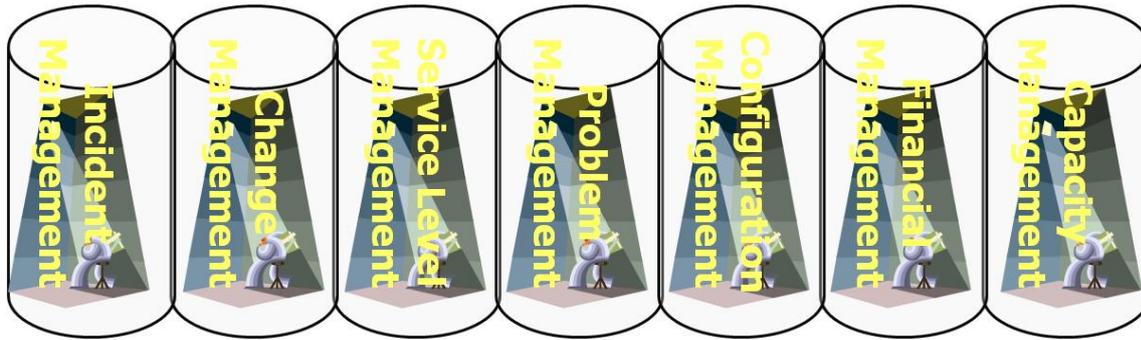
The processes have become "functions" rather than true process.

A process is a particular course of action intended to achieve a result that is repeatable, consistent and measurable. A function is the actions and activities assigned to or required or expected of a person or group.

We can have processes and functions co-existing alongside each other but we have to be clear of the distinction between the two and not pretend to be implementing processes that are spanning across all technology and in fact implement processes embedded into their own silos which are functions. Figure 3: Process Silos illustrates the outcome that many organisations are now faced with.

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<sup>1</sup> Iqbal, M M.Nieves (2007). ITIL® Service Strategy. UK: TSO



**Figure 3: Process Silos**

So, rather than the processes spanning across and permeating the whole organisation as intended it has become entrenched within an organisational design that reflects particular service delivery areas.

Once again, where is the service approach that ITIL® has talked about since Version 1?

## 3 The Repercussions and Challenges

### 3.1 The Repercussions

What has the adoption of process silos meant for organisations?

The bottom line is that the creation of process silos and functional groups responsible for the execution of that process has hindered the adoption of the process across the organisation.

Let's take a step back for a moment. We know that when ITIL® guidance is introduced into an organisation many people have the response "ITIL is being done to us". This reaction was understandable, as many people did not understand why it was being introduced, what the benefits would be to the organisation and to themselves, what it would mean to them in their current roles and what it would mean for the future. They were basically not well informed and therefore there was no buy-in across the organisation. This in turn leads to resistance to change.

Many organisations recognised that there was resistance to change and that it would need to be managed. However, because the organisation had introduced functional groups responsible for particular processes and those functional groups trying to establish the process across the organisation, people still feel that "ITIL is being done to us". This is because there is not involvement from EVERYONE.

What is needed within the organisation is an understanding that everyone in the organisation is involved with these processes to some degree or another.

For example, anyone, who at anytime is involved with the rectification of a fault, is part of the Incident Management process. Anyone, who at anytime, is involved with implementing a change without adverse impact, is part of the Change Management process. Anyone who at any time is involved with trying to determine the root cause of a fault (be it technical or otherwise) is part of the Change Management process.

When you have a group of people, entitled "Problem Management" telling you what the process should be (or is) and what you should be doing, then there will be resistance to the adoption of that process.

What should happen is that everyone who is ever involved in Problem Management as part of their day to day job should be engaged in some way in the design and implementation of the process so that it becomes OUR process and not THEIR process.

The organisation may have a functional team called Problem Management that comprises a Problem Management and Problem Analysts but they are not the only ones involved in the Problem Management process. That is everyone. The Problem Management team role is to drive the process and associated activities across the organisation. They need to involve staff from all parts of the organisation both internal and external to IT. Everyone has to be part of the journey.

Processes will more than often cross more than one department or function and this may cause conflict especially when those boundaries between departments are rigid and ownership is important to people. Everyone needs to understand that implementation of best practice service management processes is a joint venture and success will only come from everyone working together.

What needs to be avoided is the creation of the perception that Problem Management is done "over there". i.e. in the Problem Management team. It is not! It is done everywhere.

The same applies to all of the other service management processes. We need to ensure that we do not create process silos.

### **3.2 The Challenges**

So, it seems that it has been a challenge for organisations to adopt the concept of common processes spanning across all aspects of IT and beyond and that they have taken the guidance in ITIL® and implemented functions rather than processes.

There is a misconception that there has to be a Incident Management team, a Capacity Management team, a Change Management team etc.

The author was recently asked whether all the people involved in Capacity Management activities should be located in one Capacity Management team. The response was absolutely not! Why take these people away from their peers working on the same technology platform? It should not matter where physically the Capacity Management activities are being conducted as long as there is a common process that is being followed.

The key is to have a Process Owner who can ensure that the process is defined, documented and clearly understood, executed and who takes action when there are discrepancies or non-conformances are detected. The Process Owner is also responsible for the continual service improvement for that process. A key challenge to success is making sure that the Process Owner is both empowered and given the authority to do the job at hand.

## 4 How to Avoid Creating Silo's in the Organisation

There are two key roles that need to be established within the organisation to assist with the removal or avoidance of silos. These are the Process Owner as already mentioned and the Service Owner. They are horizontal roles that if empowered will make the change in your organisation

### 4.1 The Process Owner

The Process Owner was always a role talked about in ITIL® but it didn't give it the depth of mention or focus until Version 3. This focus is provided in the Service Design publication.<sup>2</sup>

Before we move on to discuss the Process Owner role, we must first clarify what we mean by process. As Socrates said "Wisdom begins with the definition of terms".

A process is a connected set of actions, activities, changes etc. performed by agents with the intent of satisfying a purpose or achieving a goal.

ITIL® defines a process as:

A structure set of activities designed to accomplish a specific objective. A process takes one or more defined inputs and turns them into defined outputs. A process may include any of the roles, responsibilities, tools and management controls required to reliably deliver the outputs. A process may define policies, standards, guidelines, activities and work instructions if they are needed.<sup>3</sup>

#### 4.1.1 Role

An excellent article was written on the role of the Process Owner entitled "Process Owners –'Architects' Of ITIL Project Success" (DuMoulin 2006<sup>4</sup>).

In this article, the role of the Process Owner was described as having to concentrate on the structure and flow of processes without having to focus on the staffing or other departmental issues. The Process Owner "owns" the process not necessarily the "function" or "functions" that carry out that process.

The Process Owners job is to carefully monitor and manage the assigned processes so that they can be continually improved.

The Process Owner plays the important role of champion, visionary, protector and advocate – without whom the process has no chance of survival.

The initial planning stage of any ITIL® initiative should involve the appointment of the Process Owner. They need to be associated with credibility, influence and authority and therefore need to be a senior member of the organisation.

The Process Owner's job is not necessarily to actually do the process design or reengineering and improvement but to make sure that the job gets done.

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<sup>2</sup> Lloyd, V C.Rudd (2007). ITIL® Service Design. UK – TSO.

<sup>3</sup> Lloyd, V C.Rudd (2007). ITIL® Service Design. UK – TSO

<sup>4</sup> DuMoulin, T (2006). Process Owners –'Architects' Of ITIL Project Success. Pink Elephant.

The Process Owner would pull together a team of people to undertake the task at hand and ensure that there was buy-in from the organisation including senior management and management of the functional areas who will be involved in this process.

When the process has been implemented and is in operational use, the Process Owner retains ongoing responsibility for the integrity of the process, continual communication, awareness and education around the process, monitoring of performance of the process and ensuring compliance to the process. Where non-compliance is detected, the Process Owner takes action to rectify and remove the reason for non-compliance.

Earlier we defined the meaning of a process and said that its intent has to satisfy a purpose or achieve a goal. The Process Owner has to ensure that the process continues to be aligned with business objectives and goals.

#### **4.1.2 Activities**

“Process Owners –‘Architects’ Of ITIL Project Success” by Pink Elephant<sup>5</sup> describes three main activities of the Process Owner.

Process Design, Organisational Awareness and Advocacy.

##### ***Process Design***

The Process Owner is accountable for the ongoing business value and integrity of the process design across the functional and organizational boundaries the process crosses:

- Processes, policies and procedures
- Process roles
- Key Performance Indicators (KPIs)
- Process automation requirements
- Process integrations

##### ***Organizational Awareness***

The Process Owner is accountable for planning and implementing practices, orientation and training to ensure organizational understanding and adoption of the process activities:

- Internal and external training
- New employee on-boarding and orientation
- One-on-one mentoring
- Teambuilding exercises
- Conflict facilitation
- Communication and feedback forums

##### ***Advocacy***

The Process Owner is accountable for protecting, measuring and reporting on process compliance across organizational silos:

- Dealing with political issues
- Promoting a culture of process collaboration
- Breaking down strong silo or functional mindsets
- Verifying process compliance on an ongoing basis
- Representing IT processes to business
- Managing process exceptions
- Promoting integration with other processes

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<sup>5</sup> DuMoulin, T (2006). Process Owners –‘Architects’ Of ITIL Project Success. Pink Elephant.

### 4.1.3 Common Mistakes

There are some common mistakes that organisations make in regards to Process Ownership.

The first is not having a Process Owner. This is the biggest mistake where the Process Owner within the organisation is non-existent which means there is no-one to drive a particular process. This will guarantee failure of the process.

Another mistake is having a Process Owner but they are so bogged down with other day to day reactive activities or other "more important" business driven projects and therefore they have no time for the unnecessary "bureaucracy" of things like ITIL®.

Probably the most common mistake that organisations make is where there is more than one Process Owner for a particular process. This is a classic mistake. The idea is to have consistent, repeatable and measurable processes across the organisation. Having two or more chiefs will not work. If there is more than one Process Owner, who will ultimately be responsible for the process? This mistake is most often seen when a functional group or team is given the responsibility of process ownership and therefore no one person takes overall accountability for that process. Everyone expects everyone else to be doing it!

The organisations that have been most successful in the establishment of processes are the ones that have had ONE Process Owner even if the organisation is multi-national. This ensures that the process is consistent and helps in breaking down the barriers between departments, functions, divisions, etc.

In organisations where there is not the senior management buy-in or commitment, there may be reluctance to spend money on dedicated resources for Process Owners. The understanding of the need for dedicated resource in order to make the process successful is not present.

It should also be understood that a Process Owner can have a split role doing other work in addition to process ownership especially in smaller organisations. This is ok if the other role is not a reactive fire-fighting role as the process ownership aspect will be subverted by the reactive activities. One person can also have responsibility for more than one process as long as they are the right combination of process as discussed in 4.1.4 The Right Combination of Process Ownership.

In large organisations the Process Owner roles should be filled with dedicated people and organisations that do not do this are not serious about service management and it is likely that this is a direct result of a lack of management commitment.

### 4.1.4 The Right Combination of Process Ownership

In the aforementioned article by Troy DuMoulin<sup>6</sup> the combination of processes that could be owned by a Process Owner was discussed. Where a Process Owner has to own more than one process because a dedicated resource to one process cannot be justified, care should be taken in the combination of processes. Some combinations will work whilst others will not.

Some of the right combinations are:

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<sup>6</sup> DuMoulin, T (2006). Process Owners –'Architects' Of ITIL Project Success. Pink Elephant.

***Change & Configuration Management***

Change Management acts as the primary control mechanism for the updating of the Configuration Management Database (CMDB); likewise, Change Management relies on configuration data for impact analysis. For this reason, the combination of the two processes under a single accountability provides an added value to each process.

***Change & Release Management***

Both Change and Release Management deal with minimizing the impact of changes to the IT infrastructure; this shared objective makes this pairing desirable.

***Availability, Capacity & IT Service Continuity Management***

Each of these processes is back-office related and deal with the right sizing of the IT environment according to business needs. This combination is often under the control of a tactical or strategic IT planning group.

***Service Level Management (SLM) & Financial Management for IT***

Defining IT services, negotiating service levels and the cost associated with these services makes SLM and Financial Management a possible fit; however, most organizations will keep these separated, but aligned, due to the level of work required for each activity.

**4.1.5 The Wrong Combination of Process Ownership*****Incident & Problem Management***

At face value, these two processes look ideally suited for joint ownership; however, in practice this is rarely the case. Unlike other processes, the challenge does not lie in an inherent conflict of interest.

Typically, the goals of Problem Management are subverted by the urgency of service restoration.

Problem Management is responsible for taking a holistic view of the issues around service delivery by identifying systemic IT issues and service degradation trends. Incident Management is primarily concerned with the restoration of service as quickly as possible. The typical result of combining these processes is that Problem Management activities are often overridden by the immediate need of fire fighting. This is even more apparent when the Problem Management coordinators are given the role of managing the major incident or crisis processes and resulting post-incident reviews. The great majority of time is then spent in what is actually an Incident Management role, and the proactive side of Problem Management is largely neglected.

***Change & Incident or Problem Management***

The objective of Change Management is to efficiently handle, assess, approve and coordinate all changes to the IT infrastructure in an efficient manner. At the same time, Incident and Problem Management are raising records that lead to requests for changes. Combining ownership of these processes invites a conflict of interest around the required due diligence for Change Management.

Best practice guidance says that process ownership should reside with a single individual to ensure clear accountability. The Process Owner is critical for process design and ongoing management of the process once implemented. Whilst you don't have to have one Process Owner for each process, organisations should be aware of the good and bad combinations before assigned ownership.

## 4.2 The Missing Piece

So we have hopefully now established that we need Process Owners empowered to make sure that processes are common across all technology platforms and that we remove those process silos.

In addition to Process Owners, there is one other key activity or role needed to remove process silos from the organisation.

The missing piece is service ownership and the role of Service Owner.

This has not been a new concept for some organisations but only just received mention in ITIL® Version 3. ITIL® had not referred to the role of Service Owner in previous versions.

The Service Owner role is referred to in the Continual Service Improvement publication<sup>7</sup>.

The author believes that if we address both of these activities – process ownership and service ownership – properly, then we can remove the process silos.

The organisation may have Process Owners in place making sure that the end to end processes are effective and efficient. In addition there may be platform and technology owners looking after the infrastructure. There will be other internal and external service providers providing supplies to the organisation such as applications, training etc.

With that all in place, there is still something missing to ensure that we are delivering value to the business. This is the Service Owner.

## 4.3 The Service Owner

As we did when looking at the Process Owner role, before we go any further we need to define what we mean by a Service.

Service is something ITIL® has always talked about since its conception, but despite that it is something that organisations still grapple with. Many organisations still talk about applications and technology as services.

A service is an activity that produces an outcome, valued by a consumer, where and when it is needed.

So if we accept that definition, does a technology produce an outcome that is valued by a consumer? Does an application produce an outcome that is valued by a consumer?

In their own right, no they don't. It is the combination of technology, applications, infrastructure, processes and people that provide the service.

In the ITIL® Service Strategy<sup>8</sup> publication it describes a service as:

A means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks.

<sup>7</sup> Case, G G.Spalding (2007). ITIL® Continual Service Improvement. UK: TSO

<sup>8</sup> Iqbal, M M.Nieves (2007). ITIL® Service Strategy. UK: TSO

Is Microsoft Office Outlook 2007 a service? Outlook itself does not deliver a service to a customer. It needs a platform to run on and a PC to deliver to and maintenance and support as well. Messaging is a service delivered to a customer via e-mail which uses a product or technology called Outlook. If you change the technology the service delivered to the customer should be unaffected albeit improved. Therefore if the organisation changes from Outlook to Lotus Notes, the service of Messaging remains, but the supporting technology that delivers the service has changed.

As already mentioned, the definition of service is something that organisations are still grappling with. The key is to get a consensus across the organisation of what constitutes a service using the guidance that the service has to deliver value to the customer by facilitating outcomes that the customer wants to achieve.

Some organisations start with the definition of business processes and the services that underpin this process. The services are then broken down into the technology components that deliver that service.

The Service Owner is accountable for a specific service (Infrastructure, Application or Professional Service) within an organization regardless of where the technology components or professional capabilities reside. To ensure that a service is managed with a business focus, the definition of a single point of accountability is absolutely essential to provide the level of attention and focus required for its delivery.

Much like a Process Owner the Service Owner is responsible for continuous improvement and the management of change affecting the services under their care. In both cases these horizontal roles are effective or not according to the level of empowerment (true power) given to the lucky person by the executives of the IT organization. The Service Owner is a primary stakeholder in all of the IT processes which enable or support it.<sup>9</sup>

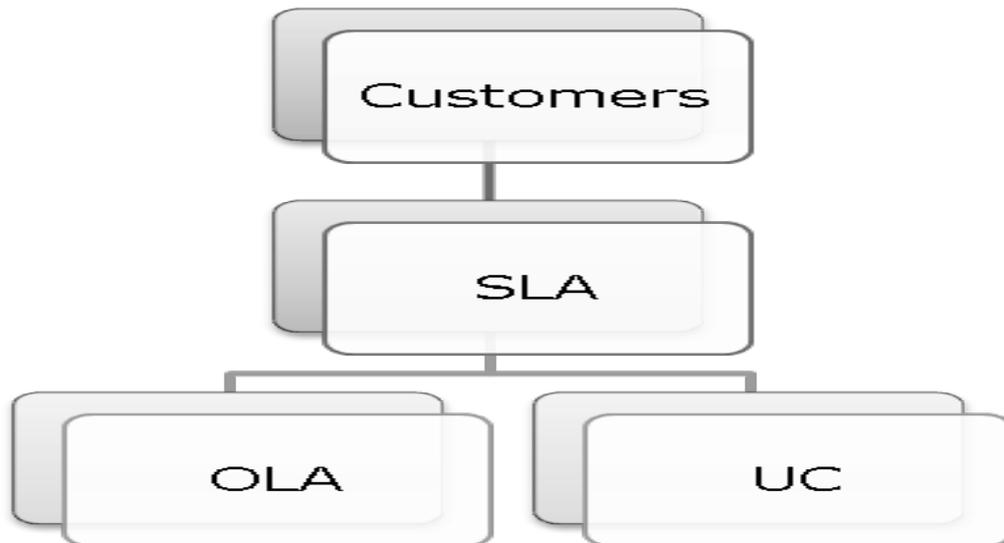
#### **4.3.1 Traditional Organisational Structure**

Before we explore the role of the Service Owner, let's explore the Service Level Management model that many organisations have based their structure on.

Figure 4: SLA Structure illustrates this concept. IT has a relationship with the business through the establishment of Service Level Agreements (SLAs) which in turn are underpinned by the Operational Level Agreements (OLAs) and Underpinning Contracts (UCs) with third party providers.

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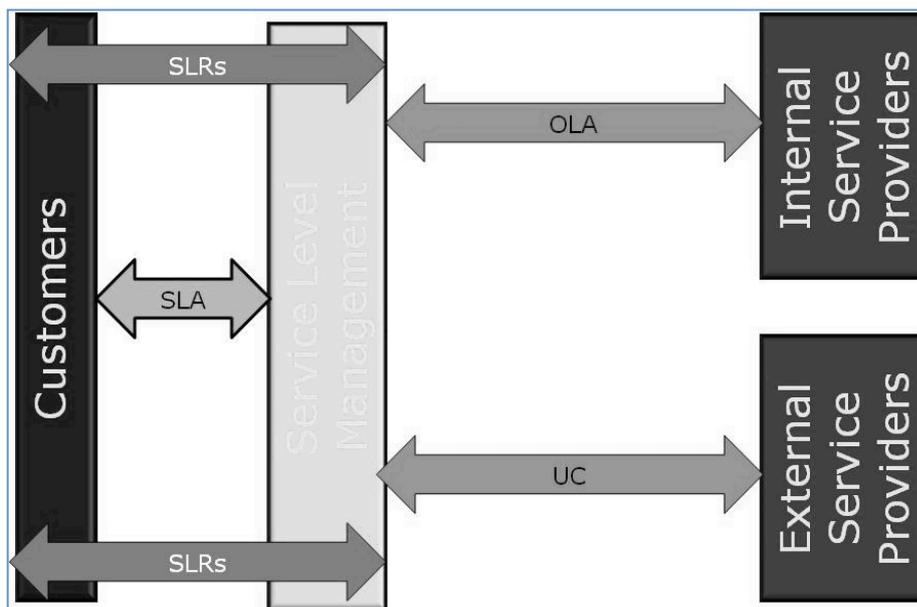
<sup>9</sup> DuMoulin, T (2006). Service Owner – The Missing ITSM Role. Pink Elephant.



**Figure 4: SLA Structure Model**

In the same way that organisations structured themselves around the technology, many organisations have done the same with this model.

What this then looks like is shown in Figure 5: Traditional Structure.



**Figure 5: Traditional Structure**

Traditionally we have Service Level Management liaising with the customers / business units, gathering Service Level Requirements (SLRs) and liaising with internal and external service providers to ensure that the service levels within the SLA can be delivered.

This is nothing wrong with this structure in principal but in the real world this ends up with Service Level Management being all things to all people.

Service Level Managers are performing the customer facing role from technology into the business. They hold the account management / relationship management role and are

responsible for the negotiating, reviewing, maintaining and improving the levels of service provided. In addition to responsibility for the SLAs they may also have levels of responsibility for the Service Portfolio and Service Catalogue. They represent technology for ALL of the services that the customer or business unit consumes.

In many organisations, as a result of their customer relationship they also become the first point of contact for customer impacting Incidents and issues. They have to drive the resolution of those Incidents and issues on behalf of the customer across all technology, both internal and external to the organisation. They have to ensure that the OLAs and UCs underpin the service level targets that have been agreed with the customer and documented in the SLAs.

Service Level Managers end up operating in the tactical and operational environment whereas they should be focused within the strategic and tactical environment.

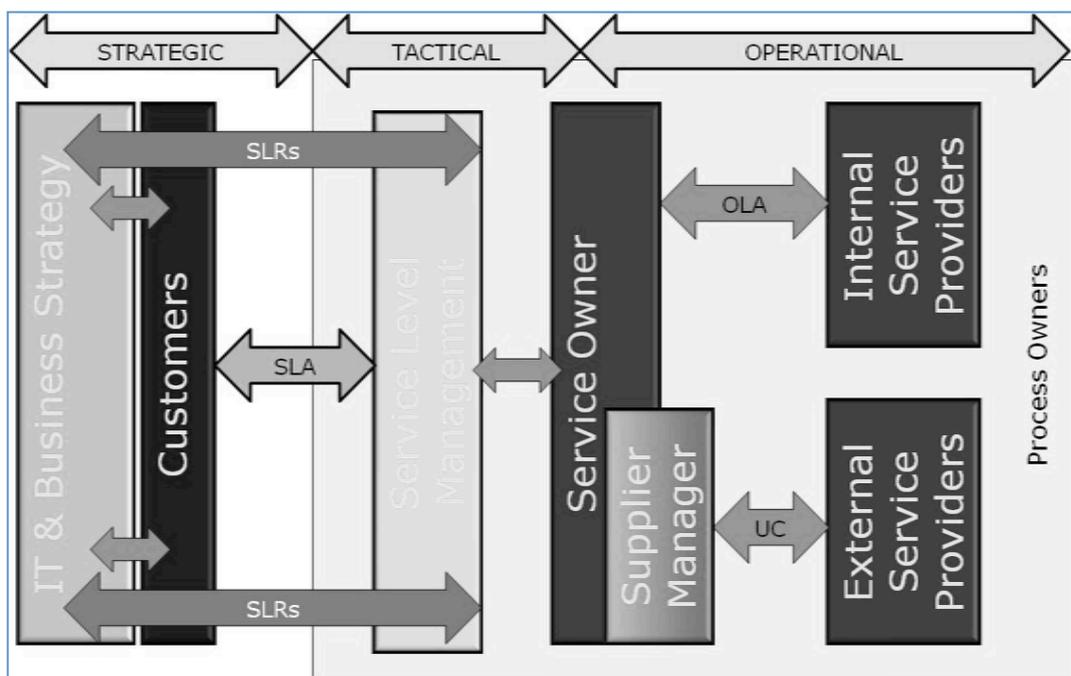
The Service Level Managers have pressure from the customer to deliver and from the service providers to manage the expectations of the customer. Once again, this is across all the services that the customer consumes.

The Service Level Managers become spread so thin that it is impossible to deliver quality service and meet the needs of the business.

There is a more efficient and effective operating model to avoid this situation.

**4.3.2 New Organisational Structure**

Allowing the Service Level Managers to become truly customer facing and undertake the Service Level Management role as intended there should be the role of the Service Owner. The Service Owner is responsible for ensuring that the OLAs between the internal service providers and the UCs with the external service providers will meet the requirement of the Service Level Agreements as being negotiated by the Service Level Managers with the business.



**Figure 6: New Organisational Structure**

The position of the Service Owner within the organisation is shown in Figure 6: New Organisational Structure.

The Service Owner can operate in the operational environment relieving Service Level Management of those responsibilities. The Service Owner is "service" focused where the Service Level Manager is "customer" focussed.

#### 4.3.3 Role

The ITIL® Continual Service Improvement<sup>10</sup> publication describes the role of the Service Owner as follows.

Key responsibilities are:

- Service Owner for a specified service
- Provides input in service attributes such as performance, availability etc.
- Represents the service across the organization
- Understands the service (components etc.)
- Point of escalation (notification) for major Incidents
- Represents the service in Change Advisory Board meetings
- Provides input in CSI
- Participates in internal service review meetings (within IT)
- Works with the CSI Manager to identify and prioritize service improvement
- Participates in external service review meetings (with the business)
- Responsible for ensuring that the service entry in the Service Catalogue is accurate and is maintained
- Participates in negotiating SLAs and OLAs.

To ensure that a service is managed with a business focus, the definition of a single point of accountability is absolutely essential to provide the level of attention and focus required for its delivery.

The Service Owner is responsible for continual improvement and the management of change affecting the services under their care.

The ITIL® Service Design publication<sup>11</sup> describes the Service Catalogue Management process and the role of the Service Catalogue Manager. In a large organisation it may be justified to have someone dedicated to the role of Service Catalogue Manager. If this cannot be justified, the Service Owner could also take on this role and ensure the integrity and quality of data held within the Service Catalogue. Note that there still needs to be a single owner of the Service Catalogue Management process but the Service Owner could undertake the activities required of that process. Therefore this responsibility could be added to those listed above.

The Service Owner is a primary stakeholder in all of the underlying IT processes which enable or support the service they own.<sup>12</sup> For example:

- **Incident Management** – Involved in or perhaps chairs the crisis management team for high-priority incidents impacting the service owned
- **Problem Management** – Plays a major role in establishing the root cause and proposed permanent fix for the service being evaluated

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<sup>10</sup> Case, G G.Spalding (2007). ITIL® Continual Service Improvement. UK: TSO

<sup>11</sup> Lloyd, V C.Rudd (2007). ITIL® Service Design. UK – TSO

<sup>12</sup> Case, G G.Spalding (2007). ITIL® Continual Service Improvement. UK: TSO

- **Release and Deployment Management** – Is a key stakeholder in determining whether a new release affecting a service in production is ready for promotion
- **Change Management** – Participates in Change Advisory Board decisions, approving changes to the services they own
- **Asset and Configuration Management** – Ensures that all groups which maintain the data and relationships for the service architecture they are responsible for have done so with the level of integrity required
- **Service Level Management** – Acts as the single point of contact for a specific service and ensures that the Service Portfolio and Service Catalogue are accurate in relationship to their service
- **Availability and Capacity Management** – Reviews technical monitoring data from a domain perspective to ensure that the needs of the overall service are being met
- **IT Service Continuity Management** – Understands and is responsible for ensuring that all elements required to restore their service are known and in place in the event of a crisis
- **IT Financial Management** – Assists in defining and tracking the cost models in relationship to how their service is costed and recovered.

#### 4.4 The Process Owner and Service Owner as Partners

Both the Process Owner and the Service Owner are required to operate horizontally across the organisation and prevent the creation of process silos or remove the process silos that have become embedded in many organisations.

They are partners in achievement of this.

Remember that it is imperative that both these roles are empowered to do their job. They need to be garnered with the accountability, responsibility and the empowerment to undertake the job at hand.

### 5 ITIL Best Practice Assistance

What was missing from ITIL® Version 2 was the strong focus on the integration and interactions between the processes. The dependencies of the processes on each other and the hand-offs between the processes did not have the emphasis to ensure understanding of just how vital each of these are.

The guidance now contained within ITIL® Version 3 should assist organisations in avoiding the creation of the process silos and also help those who have them to remove them. ITIL® Version 3 takes a service lifecycle approach as opposed to the process approach in ITIL® Version 2. It identifies where each of the processes fit into each stage of the service lifecycle. It is clearly demonstrated within the five core publications: Service Strategy, Service Design, Service Transition, Service Operation and Continual Service Improvement; that most processes are involved in nearly all of the stages of the service lifecycle. As a result if processes span the service lifecycle, it should be impossible if adopting the best practice guidance as in ITIL® Version 3 to create the process silos that we have seen in the past.

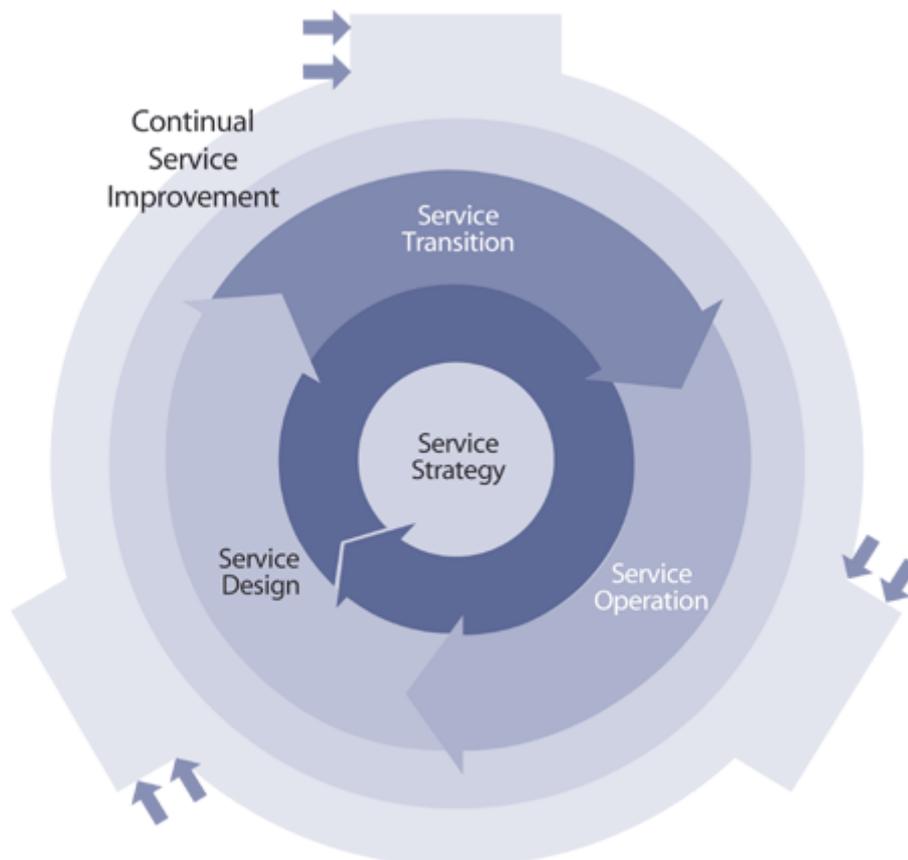
Now all we need do is break down the barriers between the stages of the lifecycle such as that between Service Design (referred to as “development” in many organisations) and Service Operations (referred to as “operations” in many organisations) and get the functions that are embedded in these service lifecycle stages working collaboratively together. If we do implement processes that span the service lifecycle then this should

be easier to do as everyone involved in each stage of the lifecycle will be a part of **one** process.

## 6 Making the Change

Many years of collaboration and consultation went into the development of ITIL® Version 3.

Organisations and individuals needs to take on board the guidance contained within the core publications as show in Figure 7: The ITIL Core



**Figure 7: ITIL Core<sup>13</sup>**

There has to be a fundamental change in mindset to view processes as running across and throughout an organisation and the service lifecycle and that these are single, consistent, repeatable and measurable processes

In addition to this organisations really need to come to grips with what constitutes a "Service". This may vary from one organisation to another but the organisation needs to get an organisational wide consensus on this to be able to move forward. There are so many organisations that are still trying to determine what they mean by a "service" that it is holding them back from determining service ownership and associated roles and responsibilities. Until one can define what is meant by a "service", end-to-end service ownership cannot be established.

<sup>13</sup> Reproduced from OGC Official Website managed and published by TSO in partnership with OGC and APMG

Once this has been done, Service Owners can be put in place own the end-to-end service and ensure that it meets the needs of the business by delivering business value and outcomes that the customer wants.

Single, consistent, repeatable and measureable processes in the custody of Process Owners will avoid the process silos embedded into functional domains that have been established in the guise of processes.

Everything that has been discussed in this chapter so far will involve organisational change whether implementing best practice guidance for the first time and putting in place Process Owners and Service Owners or trying to remove the silos that have already been established by implementing these roles. Organisational change is hard because it involves people but this is no reason to ignore it in the hope that it will go away. It won't! Often we engage consultants to help us make the change, but they cannot make it happen. It cannot be delegated to "outsiders". Change is an inside job. Although outsiders like consultants might provide valuable ideas and input, people inside the organisation must accept responsibility for the change. The consultants cannot act as the scapegoats.

People need to be involved in the change so that they feel that they have had input. Communication is crucial. It has to be made totally clear what the organisational change is and why it is being done, how it is going to be achieved and what impact it will have on people.

## **7 Conclusion**

There is a lot more that could be written around services and processes but that was not the intent of this chapter within this publication.

The aim was to assist organisations move away from a silo mentality.

The silos can be removed through an organisationally adopted understanding that the processes span the breadth and depth of the organisation and do not reside within functional groups. Process ownership is key to ensuring that processes are clearly defined, documented, understood, executed and non-compliance to process is addressed and eradicated. The Process Owner is also responsible for the continual improvement of that process ensuring that it continues to meet business needs. The Process Owner should ensure that the process is seen as "our" process as a result of everyone being involved at some level in the design and execution of the process. It also has to be acknowledged, understood that best practice processes are not just "operational" processes but are embedded in every stage of the service lifecycle.

Removal of silos is also a result of a recognition that a service is something that delivers an outcome that is valued by the business. A service comprises technology components, as well as people and processes.

Both the Process Owner and Service Owner operate horizontally across the organisation avoiding the creation of the vertical silos which prevent the organisation from being truly effective and meeting the needs of the business.

I have referred many times in this chapter to ITIL® Version 3 and the best practice guidance contained within.

However, I will finish on an air of caution. As with the previous versions of ITIL® it does not contain a silver bullet. It will not resolve all your issues with a sweep of a magic wand. The success for the organisation is how it takes the best practice guidance and makes it work for them.

For example, it will not tell you what defines a service within your organisation. You will need to do that. ITIL® will only guide you.

As with any organisational change it is going to take hard work, dedication and commitment to make it a success.

Everyone has to be a part of the journey to ensure buy-in across the organisation. This is both from a top down perspective and a bottom up on as well.

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