



## In This Issue

- itSMF Wellington committee farewells Terry Barwick
- itSMFnz National Conference 2012
- Four new books from itSMF International
- A relaxed approach to service improvement

## Office closed for Xmas

The itSMFnz office will be closed from Friday 23rd December till Monday 9th January.

We wish you a Merry Christmas and a Happy New Year. Enjoy the Xmas Holiday!

## itSMFnz thanks one of our great volunteers

### Terry Barwick is retiring from the chair of the Wellington Chapter organising committee

For seven years Terry has been a volunteer helping to run itSMF New Zealand and the Wellington Chapter. Seven years is a sterling effort and Terry justifiably feels it is someone else's turn now.

itSMFnz is most grateful to Terry for his efforts – so grateful that he was awarded a life membership of itSMFnz at the recent AGM.

It seemed a good time to catch up with Terry and find out a little about the history of those seven years.



## 2011 itSMFNz Conference Sponsors

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**Terry, give us a summary of your history with itSMF. When did you first join itSMF? How long have you been volunteering?**

The memory is a little blurred... In 2004 a colleague jokingly put my name forward for itSMF President to establish a new chapter in NZ. Obviously this role went to Craig Patterson.

Craig was quick to hand out roles and almost everyone got something: I took on the Membership Director role.

It was a busy time and in our first year we grew to over 250 members. I couldn't have managed without the help of my partner Michelle Hay, who ended up with the role of itSMF Administrator.

During my Membership Director time I helped establish the itSMF central branch committee in 2005. I remember our very first event in 2005. (Don Page gave a presentation on ITIL 3 and his comparison of "The Simpson's and ITIL"). The Membership role continued until 2007 where I then took on the Central Branch Chairperson role.

I've been involved in running every central branch event from the beginning in 2005, 57 events in total.

**Wow, a grand effort! What do you see as the benefits of volunteering for itSMF?**

Personally, volunteering has allowed me to help a lot of people make connections and share their itSMF experiences. It's very rewarding knowing that you've helped others with their Service Management challenges by connecting them with like minded people.

I also get shouted a lot of coffees. ☺

**There's a price to pay that coffee doesn't compensate for. Who do you think *shouldn't* volunteer?**

Volunteering is a commitment on your personal/family time and your employer's time. You need the support of your family and employer because you can't do everything during your lunch hour.

Also, be prepared to work outside your comfort zone and know your limitations so you don't burn out. There's a lot of work involved in running events, conferences and the itSMF Charter.

## Conference Exhibitors



### **Are there any moments with itSMF that stand out in your memory? Best? Funniest?**

I felt very honoured in Oct 2011 to be made an Honorary Member of the itSMF New Zealand Chapter in recognition of my volunteer work and commitment to itSMF.

There was also a time in 2009 that I felt extremely proud of the recognition that NZ was receiving internationally for our "grass roots" monthly events that are seen as the true spirit of promoting and sharing ITSM among members.

There is one conference that really stands out; 2006 – The Gala Dinner - Eric Rush (Rugby Legend) presented an extremely funny and motivational presentation.

### **Yes I recall that night – we were all moved by Eric. Where do you think we should head with itSMF in Wellington and nationally?**

We need to build our membership base more. Our members are our life blood and without them we don't have a forum.

There are still many ITSM people out there that are not taking up the opportunity to build their networks and share their experiences through itSMF.

### **How has ITSM played a part in your career? Will it continue to do so?**

I was introduced to ITIL as an Application Services Manager in 2001 and I think it took another year before I realised what Service Management meant. This was a turning point in my career as I realised that it wasn't about the technology. I must admit that ITIL was a revelation to me, along with Prince2, COBIT, Six Sigma... I'm a bit of frameworks junky. I'm glad to say I've come a long way since then, but the journey is still happening and ITSM is still a very important part of my career.

### **What now for you? Where will you direct all that energy in the future?**

Right now I'm focused on some personal endeavours. My Jujitsu Black Belt grading is in February, and I'm in the process of selling my house and finding a new home. I not really focused on anything bigger than that right now.

## Something to contribute?

This newsletter is for the local members of the itSMF. If you have something to contribute please contact editor@itsmf.org.nz.

It is preferable if content has a local NZ perspective. There are lots of good sources of overseas itSMF and ITIL information on the internet already. Preference is given to original content: if we can Google it then so can readers. Case studies are good. So is (informed) opinion.

It should be brief, say 300 - 1200 words. We are looking for information about service management and related topics (ITIL, ISO20000, CMM, 6Sigma etc).

Text should be in MS-Word .doc or .docx format

Photographs should preferably be high resolution files (300dpi).

Member notices and people announcements are welcome. See those sections of the newsletter for submission details.

We will also consider letters for publication.

itSMFnz reserves the right not to publish submitted content.

## Any other thoughts/remarks?

I'm looking forward to the next Central Branch event where I can sit in the back row and enjoy not worrying about the running of everything.

And last: thank-you to all itSMF members and the committee, it hasn't always been easy but we've achieved a very successful itSMF Chapter in NZ that we can all be proud of. Well done everyone.



*Who is that guy next to Terry Barwick?*

I have really enjoyed working with Terry. I'm delighted to say he's not leaving us, just resting 😊

The new Chair of the Wellington committee is **Athol Culpan**, a familiar face to Wellingtonians. After many years in the IT industry in South Africa, Athol came to New Zealand in 2004. He worked for a time at ProActive, before stints at Zintel, Telecom and now DIA's Government Technology Services. Athol has been a regular attendee at itSMF events ever since he got to New Zealand. We are all grateful that he has taken over the reins from Terry and we're sure he will do a great job of carrying on Wellington's active chapter.

*Rob England*

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## itSMFnz 8<sup>th</sup> Annual National Conference 2012

While Santa and his Elves have been busy getting ready to ensure lots of smiles later this month, the itSMFnz conference committee have also been busy planning for the 2012 IT Service Management Conference & Exhibition.

Please mark your diaries now for this great value event. Details are:

**12 - 14th June 2012**

**Mac's Function Centre, Wellington Waterfront**

### 2012 Awards Nominations Now Open!

### Have you found a nominee?

Which project has made the most improvements to their service management environment? Which service management Kiwi has made the most impact to the people around them? These are the questions we are now asking!

Nominations for the 2012 Service Project of the Year and Service Champion 2012 are now open. The awards will be presented at the 2012 National Conference.

Please see [www.itsmf.org.nz](http://www.itsmf.org.nz) for entry details.

Feel free to contact Michelle Ellis at [secretary@itsmf.org.nz](mailto:secretary@itsmf.org.nz) if you have any questions.

Knowledge Sharing, Professional Networking, Inspirational thought leadership and all things Service Management are all part of this event.

**The theme this year is "I Did ITSM My Way"** – and we again encourage interested members (and non-members) to get ready to share their experience and knowledge with their peers.

**The official Call for Speakers** (Presentations), Sponsorship Prospectus and Awards Submission Forms will be online shortly at [www.itsmfconference.org.nz](http://www.itsmfconference.org.nz) so please keep an eye out as we unwrap the site. Registration for the conference is expected to open late March.

If you have any suggestions/ requests for topics, speakers, sponsors, fun stuff to do, other things of value etc please send them through to [events@itsmf.org.nz](mailto:events@itsmf.org.nz) or call 021 264 1425. All feedback is welcome.

*Rachael Ryan*

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## President's column

**It's been a busy few months since the last newsletter.**



Our elections kicked off shortly after the conference and, after a flurry of activity, they were completed in time for the AGM in Wellington at the end of September. I am delighted that Michelle Ellis has been appointed for another term as Secretary and also welcome Farzad Parsi onboard as Membership Director.

Since the AGM we have also had some other personnel

## Four new books from itSMF International:



### Creating and Driving Service Excellence

#### An Executive's Guide to IT Service Management

Author: Sharon Taylor

Publisher: TSO

ISBN: 9780117069022

The reality that has been proven over and over again is that adopting ITSM can mean the difference between survival or extinction of an IT department and often the business itself. ITSM saves money. ITSM is what many of the top performing companies in the world use to manage services.

It is likely you could finish this book in the time it takes to commute from the office to your home. The insight and value you will find in these pages will last for many, many more miles.

changes. Josie Ryan has stepped down from the Northern Branch chair and Libby Perrett has stepped in to fill the role. Corey Woodward has also stepped down from the Southern Chair and has been replaced by Amy Wilson. Michael Hikuroa has agreed to step into the Marketing role.

With respect to Josie and Corey, perhaps the most noticeable change will be the departure of Terry Barwick from the Central chair and Michelle Hay as our administrator. Terry is a founding member of itSMFnz and has been central chair for 7 years. Michelle will be familiar to you as the person who has kept things ticking behind the scenes. Athol Culpan is taking over from Terry and we are currently investigating options for replacing Michelle.

Thank you Terry, Michelle, Josie and Corey for the time and effort you have put into itSMFnz. Now you can come and relax at the events!

All these changes have got me thinking about the nature of the organization we are part of. We could not survive without the time volunteers generously give up. As Rob points out in his editorial, we often struggle to attract volunteers. We are always on the lookout for people who are keen to take a role and there are numerous personal and professional benefits to volunteering, so if you think you may be able to help, please get in touch.

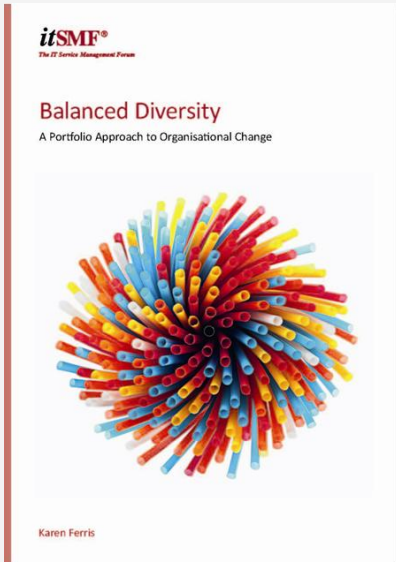
It is not only volunteers that need to step up. We also need you, the members to actively take part in itSMFnz events. The Board has had numerous discussions over the last year on how itSMFnz is doing in our mission to provide content and networking opportunities for our members. Overall, it has been a successful year but we can always do better.

In the latter part of the year I spent some time questioning how we do what we do.

Are we stuck in a rut? Are we just doing the same things because that's the way we do them? Just because one format works in one branch, will it work in another? How can we get more people along to our branch events? Why do we never see so many of our members?

itSMFnz provides more events to our members than any other chapter I'm aware of and yet there seems to be a silent majority out there who rarely, if ever, come along to branch events or the conference. This is a pity as this is one of the real benefits of being a member. I regularly attend my local branch events and try to make it to events in other branches when I can. The one thing that never fails to impress me is the willingness of our members to share their knowledge and talk freely about their successes... and failures.

I know it can be difficult to get away from home and work



## Balanced Diversity

### A Portfolio Approach to Organisational Change

Author: Karen Ferris

Publisher: TSO

ISBN: 9780117080607

Successfully embedding change is one of the biggest challenges faced by organisations. This book explores what is meant by organisational culture, looks at the challenges faced by those trying to embed IT Service Management change, and proposes the adoption of a new and innovative framework which provides a portfolio approach.

The framework can be used for strategic, tactical and operational change of all sizes and complexity.

commitments but I encourage you all to make the effort to attend where you can. For our part, we will continue to work to bring you a varied selection of Service Management topics. I am often surprised by the discussion that comes out of topics that I thought I personally had no interest in. It is sometimes even just worth turning up to open yourself up to new ideas.

The Northern and Southern branches recently conducted surveys in an effort to understand what their members want. We got some great feedback from this and will incorporate it into our activities for next year. If you missed out on the survey, feel free to contact either myself or your branch chair to discuss any ideas you think may improve our service.

Also, get thinking about how you can take part next year. Do you have anything you have achieved that might be useful to other members? Or something you are currently working on that excites you? If so, think about offering to speak at a branch event, or even the conference.

We are a FORUM... so let's get talking!

The first thing those of you who are on LinkedIn can do is join the itSMFnz group. We will be placing information about events and the conference there as well as on the website.

Finally, a big thank you to all that have contributed to itSMFnz this year: our Sponsors, without whom we could not continue to operate; our Board and staff, who work tirelessly to keep the organization running; Rob for his continued efforts on the newsletter; and our members, for your continued support.

Have a safe and happy holiday period and we will see you next year.

*Tristan Boot*

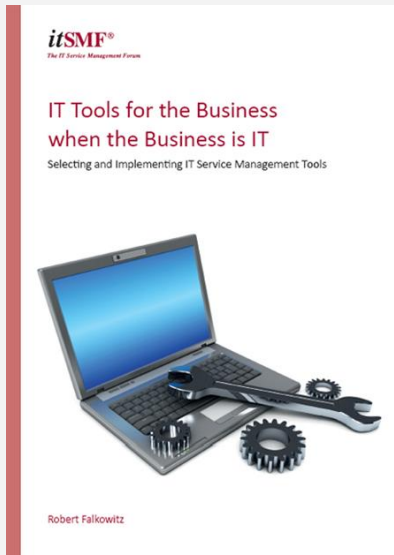
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## ITSM Member News

Contributions are welcomed from any member of itSMFnz of short ITSM-related announcements regarding their own organisation. Items should be kept to 100 words or less, text only, URLs OK, no graphics. itSMFnz reserves the right to decline any submission as unsuitable. There is no charge. Send contributions by email to the Editor at [editor@itsmf.org.nz](mailto:editor@itsmf.org.nz).

### Two Hills publishes new book on Basic Service Management

Your editor has been busy on book #6: a fifty-page description of how to provide services. Not ITSM, *any* SM. I worked hard to keep IT out of the book, and equally hard to keep the book to 50 pages as a counter-balance to some of the door-stop texts out there. See [www.basic-sm.com](http://www.basic-sm.com). (Out in paperback and Kindle and ePUB. iBookstore coming soon)



## IT Tools for the Business when the Business is IT

### Selecting and Implementing Service Management Tools

Author: Robert Falkowitz

Publisher: TSO

ISBN: 9780117069039

'IT Tools for the Business when the Business is IT - Selecting and Implementing Service Management Tools' examines the specific nature of ITSM tools, including the full range of tools to support the management of IT services. It also explores the specifics of the architectures that underpin the selection and use of service management tools. These specifics include the strategies and processes representing the (IT) business architecture, the architecture of the data classes managed by the tools and the architectural landscape of service management tools. It follows with a detailed examination of the activities leading to the selection and the implementation of a tool.

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## International news

### Peter Brooks wins itSMF 2011 white paper competition

itSMF International is pleased to announce the winner of the 2011 Whitepaper Competition. This year's event was won by Peter Brooks from itSMF South Africa with a paper entitled "Business Analysis and Service Management - How BABOK complements ITIL". <http://goo.gl/dMb2Z> (pdf).

### At Your Service - August 2011 Edition Published

itSMF International published the August edition of their newsletter. Get it here <http://goo.gl/RtlTA> (pdf).

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## Kiwi ITSM Professionals

We would like to keep everyone in the community current with what is happening to our members. If you are heading off overseas (or returning) or changing roles or organisations, let us know by emailing the editor with a brief update. Include a small .jpg portrait photo if you wish.

**John Pawlick** (Auckland) is now Manager Client Reporting & Documentation at Telecom.



**Michelle Ellis** (Auckland) is now the Senior Services Manager for Westpac NZ.

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## Regional Updates

### Central region

**Does ITIL Really Matter** - Peter Borich, 23 November.

Review by Dave Hayes.

Quick to point out that these are his own views and that he is not too bothered if he offends the ITIL zealots, Peter guided us through the structure of IT organisations and where ITIL does and does not matter, inspired by "IT Doesn't Matter", an article published in the Harvard Business Review by Nicolas Carr (you can read this on his blog at <http://goo.gl/Y9cnt>).

Using the Gartner IT capability model there are four steps that



## Greening Service Management

### The Relationship between Environmental Sustainability and IT Service Management

Author: Ian Salvage, with Karen Ferris

Publisher: TSO

ISBN: 9780117068797

Some industry commentators have stated that ITIL Version 3 missed an opportunity in not addressing one of today's biggest challenges - sustainability. This publication addresses that challenge and shows how organisations can use service management to reduce the environmental impact of IT as well as reducing costs at the same time.

Whilst most organisations are addressing the environmental impact of IT through data centre consolidation, virtualisation, cloud computing and so on, the ones having the biggest impact are those realising that it is improvement in workflow and processes that will have the greatest impact.

matter most on the pathway to improved capability, Peter explains. "Firstly there is IT as a Cost, which is chaotic and leaves users with a great deal of uncertainty about service delivery. Next is IT as a Support Provider being good at reactive and proactive support and while achieving basic operations customers, note they are not users anymore, are somewhat skeptical about the ability to deliver services. IT as a Service Provider is the next level where service delivery is backed by mature support and operations leading to customer trust. Finally there is IT as a Business Enabler providing significant business value and earning customer respect".

The key point here is that every business wants IT to move up the capability path but unfortunately ITIL is chosen as the method to get from IT as a Cost to IT as a Business Enabler and this where ITIL stepped way past its pay grade. "ITIL does matter where IT is perceived as a cost and there is a strategy to lift performance so IT is a great support provider - this is what ITIL does really well", says Peter.

The update to ITIL (v3) attempts to address the challenges of guiding IT to become a Service Provider by introducing Service Strategy and the Service Lifecycle but it still falls short. There were comments on the upcoming ITIL re-write and itSMF community but do not even get Peter started on that topic!

Peter believes the following are the missing components to IT becoming a great Service Provider and Business Enabler:

- Customer management
- Knowledge management
- Change management (organisational change not IT change)
- Service culture
- and Alignment.

While customers only want effective and efficient change, delivery and support of services there are many management, structural and people issues that need to be addressed that even Peter admits "are really hard". Dealing with HR policies, consultation, selling the strategy and business cases for projects within an ongoing programme of change all require hard work and experience not process improvement - exactly why ITIL doesn't matter.

Typically those that make improvements with ITIL fail to get traction to move further up the capability path. It is not their fault, it is the failure of accountability for improvement to be passed on from process owners to IT leaders.

Remember IT service delivery improvement is hard but it is not impossible and using ITIL where it does matter is only the first step. To make real improvement we all talk about management commitment but if more management took a leaf

## Missing Out?

If you are a member of the **itSMFnz** and you didn't receive this newsletter directly, or you know someone who didn't, let us know at [membership@itsmf.org.nz](mailto:membership@itsmf.org.nz)

## Pass it on

You are welcome to forward this newsletter to anyone you feel is interested. If you benefited from such generosity you might consider joining the **itSMFnz** to support our efforts in New Zealand.

## Website

<http://www.itsmf.org.nz>

Whitepapers and other web content are welcome from our members and vendors for adding to the site.

Please forward to the webmaster for review at [webmaster@itsmf.org.nz](mailto:webmaster@itsmf.org.nz)

*Clive Keylard*

*itSMFnz Webmaster*

out of Peter's book then there would be less talk and more action to make Service Management work.

## Editorial



### Giving back.

With Terry Barwick retiring, this seems a good time to reflect on the need for volunteers and their role in ITSM.

There is an initiative afoot out of the UK called "Back2ITSM" which seeks to mobilise resources to help provide newby ITSM practitioners with the practical support they need. I'm not so sure how successful it will be simply because of the scope of its ambition but I wish it well.

The challenge this initiative faces is that ITSM is a commercial industry. It is hardly a social service. If you really want to make a difference to the planet, volunteer for the Red Cross. Volunteering for itSMF has to be to some extent selfish (though in Terry's case I feel there was very little of that – the guy just wants to help). I agree with Terry about the networking benefits, though I can get that by just showing up. I've edited this newsletter through 28 editions now because

- It's fun
- I learn as I write it
- It looks good on the CV
- I continue to dream that I might get some business leads out of it

All purely selfish reasons but that's just the kind of guy I am.

At some point though – like Terry - I'm going to have to say "enough". Luckily the newsletter is less of a commitment than the efforts put in by the national and local committees. But it is still a chore, and as a freelance consultant, I'm not getting paid for the time I spend on it.

I am a minor example of a group that does benefit enormously from ITSM: the vendors of software, content and services. itSMF has always been a free marketing service for the ITSM industry. In the past the ITSM consulting firms and the software vendors have been represented on the itSMF committee in New Zealand, but I have to say looking at the make-up of the committee today it reflects badly on those who profit from its efforts. There are some stand-out exceptions but I'd like to see more input from those being paid by their employer to contribute and a bit less from those giving up their own personal time.

There is a strange aversion in some circles to having vendors on the committees. Vendors are people too, and are members

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of our community. They have a right to be included, and as I'm pointing out they equally have an obligation to contribute. Good governance dictates that no one vendor should dominate, and a good balance of vendors and practitioners is important. But right now we don't have a good balance.

The practitioners who mostly run the show now get most of their rewards in intangible ways. You vendors get commercial rewards from the growth of ITSM, and its time you gave back by helping out more. Let's see some more major ITSM vendors on the New Zealand national and local committees.

For all those who have pitched in, vendors and practitioners, and those who continue to do so, I extend a big thank-you from all of us in itSMFnz.

Merry Christmas.

*Rob England*

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## A relaxed approach to service improvement

**It is characteristic of Kiwis to be unimpressed by academic theory, and more inclined to seek pragmatic solutions to practical problems. It is also typical of us that we are pretty relaxed about most things.**

As some of you know, I have been working for years to bring this "cut the crap" ethos to bear on IT practices. Lately a lot of ideas have been coalescing into something that I call Tipu, a Maori word for "growth". Tipu is an approach to planning and executing continual service improvement (CSI). Any service. Tipu is about SM not ITSM, but of course its roots are in ITSM and it is applied there.

What I think we need is a cultural change programme, to introduce continual service improvement as part of "business as usual", to make it a regular part of normal activities. Secondly, it is a way of managing that improvement centrally, in order to create teams, empower staff, prioritise efforts, and keep everyone working to common goals and architecture.

**I use an agile approach for making service improvement part of business as usual.** Improvement is not a project - improvement is normal behaviour for professionals: to devote a certain percentage of our time to improving the systems we work with. We should all expect that things will be better next year. We should all expect that we will make a difference and leave systems better than we found them. Improvement is business as usual.

Improvement changes the way people think and behave.

## Calendar

19-22 February 2012, Pink Elephant 16<sup>th</sup> Annual ITSM Conference, Las Vegas

14-15 March 2012, itSMF Norway Conference, Oslo [The Norwegians have a reputation for running one of the great conferences]

24-25 April 2012, Service Desk & IT Support Show, Earls Court, London

12-14 June 2012, itSMFnz National Conference, **Wellington**

24-27 June 2012, ISACA World Congress, San Francisco

10-12 September 2012, ISACA Oceania CACS, **Wellington**

30 September - 3 October 2012, itSMFUSA/HDI Fusion, Dallas

For more international events, see <http://www.itsmfi.org/view/eventpageview> In New Zealand, the Northern Region meet in Auckland every 3rd Monday of the month, Central Region in Wellington every 3rd Wednesday of the month, full details in the event calendar <http://www.itsmf.org.nz/events.html>.

Improving the practices and tools are secondary to changing culture. You can change software in minutes. You can change process in days. But people take much longer to change. You must allow time for change at a human pace. People respond better to constant incremental change than radical change: evolution not revolution.

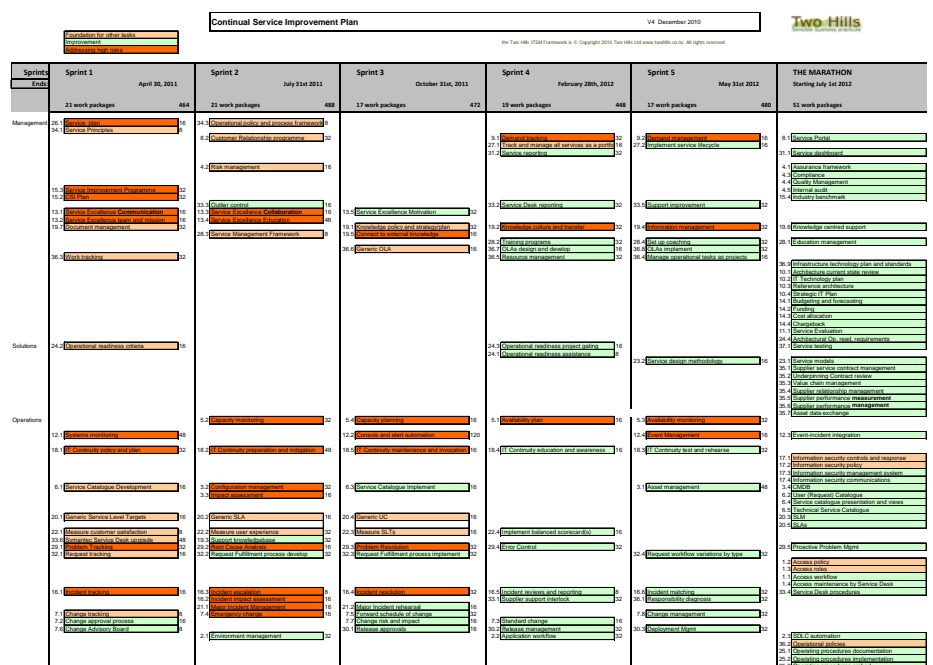
The reasons for improvement must always derive from a business need, problem or risk: greater agility, customer retention, reduced costs, reputation, industry-leading service...

CSI focuses on improving service management practices and tools for the creation and operation of services, not the actual service systems themselves, i.e. it improves the way services are delivered, not the functionality of the service.

**So we need a Continual Service Improvement (CSI) Plan** which will address requirements to improve culture, practices and tools, and then put in place a CSI Programme to drive the Plan.

The plan forms a high-level roadmap. Using the Tipu Framework of practices - a superset of ITIL, COBIT and other practices - the plan breaks down the improvements needed in the Service Management practices into concrete units of work (smaller than traditional "processes"), and develops them into work streams of related and dependent tasks.

The CSI Plan is to be structured into several "Sprints", each of three months, to get requirements delivered rapidly.



These Sprints will not complete all objectives – much will remain to be done in each of the essential IT management practices. The remainder of the tasks – facetiously called the "Marathon" – are left for future Sprints.

## Did you know...

...OGC (the UK Office of Government Commerce) is no more. ITIL is now owned by the UK Cabinet Office, into which OGC has been absorbed.

ITIL® is a Registered Trade Mark of the UK Office of Government Commerce.

ITIL® is registered in the U.S. Patent and Trademark Office.

**A plan is only a lifeless document.** It is important that there be a permanent, formal CSI Programme established to set policy, drive the plan, measure progress and adjust.

Resourcing for the required Sprint tasks can come from:

- vendors and service providers involved
- contractors and full-time new hires
- external consulting
- current staff

Typically a CSI programme will utilise an average of 5% of the time of all staff within the scope of the programme. In high priority work, this may run as high as 10%. Management are expected to commit and ring-fence this time for their staff.

The CSI programme should be "cut to suit the cloth". Whatever resource is available, some work should be done on every selected package, even if it is only a few hours. Thoughtful attention will result in some improvement.

**This is a relaxed method.** "Relaxed" means Tipu accepts that we operate with limited resources and information in an imperfect world. It is impossible for an organisation to improve all practices to an excellent level in a short time. Therefore it is essential to make the hard decisions about which ones we address. Equally it is impossible – or at least not practical – to produce the perfect solution for each one. In the real world we do what we can and move on. Good enough is near enough except in clearly identified situations where Best is essential for business reasons. Best Practice frameworks are not a blueprint: they are a comparison reference or benchmark to show what would be achieved with unlimited resources in unlimited time.

Some progress is better than nothing. If we try to take a formalised project-managed approach to service improvement, the outcome for the few aspects addressed by the projects will be a good complete solution... eventually, when the projects end. Unfortunately, the outcome for the many aspects of service delivery not included in the projects' scope is likely to be nothing. Most organisations don't have enough funds, people or time to do a formal project-based improvement of every aspect of service management. Tipu aims to address a wider scope than projects can - done less formally, less completely, and less perfectly than a project would.

We must accept that in many situations "best" is overspending: "good enough" will do ("copper not gold"). And for many - perhaps most - organisations, it is all very well for the experts to go on about "have to" and "must" but there is only so much resource available and we work within the bounds we have imposed on us. The ideal gives us something

to aim for but we should accept when we cannot achieve it. **We do what we can with what we have where we are.** And we manage only as much as we need to. This is Tipu's relaxed approach:

- Unaddressed requirements
- Empowered teams loosely managed
- Incomplete solutions

We mitigate these risks through:

- Making risks known and prioritised
- Small units of work
- Managing bodies: a Board, a Programme Manager, a Service Architect, a cultural change team
- Accepting a certain level of error and measuring the aggregate results
- Focus on cultural change: ensuring improvements are accepted and adopted
- Focus on delivering to required outcomes

This approach yields multiple benefits

- Improvement is funded from within business as usual
- Improvement is managed holistically as a programme of work
- Improvement is established as a permanent part of normal activities
- A wide range of areas get attention
- Results begin early
- Scope of improvement is constrained to pragmatic outcomes within the existing constraints on time and resources
- Executive support is not essential (though useful). Staff can "find their own 5%" as part of their professional responsibilities
- All staff are included and empowered
- Change is incremental and at a human pace

This approach will build and cement a service culture. Many of the principles are familiar. Tipu brings them together into a manageable method.

I have tried the ideas in Tipu here and there, but the first time I brought all of it together and formalised it is with Health Intelligence (HIQ), a health IT services outsourcer, and IT service provider to the Taranaki District Health Board. HIQ are having success with Tipu, and now we are hoping to roll it out to more of the DHBs in that region. Several other

organisations are interested in trialling Tipu, including sites in Sweden, Canada, USA and Australia as well as here in Wellington.



Tipu is being placed into the public domain. You can find out more about Tipu and download resources at <http://www.basic-sm.com/tipu>.

*Rob England, Two Hills Ltd*



*Merry Christmas*  
*from*  
**itSMFnz**