

Lean Service Management™



The next generation of service management - universally applicable Lean Service Management™

The 'Perfect Storm' of Enterprise Dependence and Economic Downturn

SIMPLY PUT...

SERVICE MANAGEMENT IS A 'MUST DO' INITIATIVE

Service management is a must do initiative for a service organization, and a necessary transformational effort for an IT organization.

The traditional IT 'process improvement' and 'capability maturity level' approaches are failing in the face of the economy driven 'perfect storm' and a new approach called for.

Understand how to use the proven methods of Lean Thinking as part of a next generation service management approach that delivers real value faster, using less resources, with less risk - Lean Service Management.

LEAN SERVICE MANAGEMENT ENSURES FOCUS & RESULTS

"We decided Lean for Service Management, offered the most practical approach to cost effectively develop effective/efficient practices that deliver customer value. This class is an excellent introduction to making Lean an integral part of your ITSM implementation." Jim Howard, ITSM COE Program Manager, General Dynamics.

WHO SHOULD ATTEND?

Anyone working in a service organization requiring more practical information on how to design and sustain a pragmatic, customer focused service management strategy.

WHERE CAN I GET MORE INFORMATION?

Visit our website at:

<http://www.servicemanagement101.net>

The enterprise dependence on information technology is complete.

'IT' - Invisible Technology

The value of any product or service is grounded in how it helps its customer achieve their desired results, compared with the cost of using or acquiring the service. This is especially so for today's information technology (IT) organization.

The dependence of the enterprise on IT to provide vital information services, predictably, affordably, and securely, is complete.

So much so, the term 'IT' is now synonymous with 'invisible technology' - "It doesn't matter how it works as long as it works".

The IT department has silently become a service provider, and the service is information. An unwritten enterprise mandate now exists for IT to transform itself as an organization, from managing infrastructure to managing 'information-as-a-service'.

Service management is a 'must do' initiative for all service providers.

Universal Service Management

The term 'service management' can be universally applied to describe the means by which any entity can transform itself to being a service provider organization.

It epitomizes everything a customer should expect of their 'service provider organization' as part of normal operations, a focus on customer value and satisfaction, and meeting expected levels of service delivered at an agreed and affordable cost.

Service management is a 'must do' initiative for all service provider organizations regardless of their origins, especially Information Technology departments, and regardless of the organizational size and scope of operations.

Economic climate ensures increased governance for service management.

Deliver as Promised - Now

Traditional IT projects based upon 'process improvement' and progressive advances through 'maturity levels', call for complex, resource and skill set intensive projects, and the high risk design, initial development and deployment of numerous policies, procedures and artifacts.

Many require the replacement of critical support software tools, and the acceptance of significant change across the service organization embodied by the adoption of onerous 'best practice' frameworks.

Their origin is a subset of the service organization, supported by third-party specialists with limited actual experience of project success, and enabled by a business case founded on intangible benefits, targeting specific, internal communities.

Today's economic climate has placed an immediate pressure by executive management on initiatives to be pragmatic, non-disruptive, to deliver on specific promises quicker, using less resources and containing less risk, or face extinction.

The 'crash test dummy' era is over.

Real Benefits Required



To date, some feel the IT organization and the enterprise have effectively been used as 'crash test dummies' during a discovery of service management.

With enterprise dependence and economic downturn combining to create the 'perfect storm', the age of the traditional service management approach is over.

It is time for a 'next generation', leaner service management approach that targets real savings from the outset, and is subject to universal governance involving both the customer and service provider.

RIGHT PROGRAM. RIGHT TIME.

A TIMELY BLEND OF PROVEN SERVICE MANAGEMENT AND LEAN THINKING METHODS

The term 'Lean Thinking' was introduced by James Womack and Daniel Jones in their book of the same name, and is used to introduce a method to help managers describe how products and services create value for customers. The similarities between the goals of Lean Thinking and Service Management are stark, and make for an obvious next generation approach to address the shortcomings of the traditional process improvement, and capability maturity level alternatives. The resulting Lean Service Management program satisfies management's need for a realistic, pragmatic method to gain visibility and management control over the quality and cost of providing service.

Ian M. Clayton



Proven management thinking that places customer value first and targets wasteful activities.

What is Lean Thinking?

Lean Thinking places consumer satisfaction at the heart of every decision, whilst maintaining a healthy respect for the interests of the producer. In their book Womack and Daniel offered five principles for Lean Thinking:

- ◆ Provide the **value** actually desired by each customer
- ◆ Identify the **value stream** (value-add activities) involved in the fulfillment of each product
- ◆ Make value **flow continuously** without interruption through alignment of consumption and production processes
- ◆ Let the customer **pull** value from the producer
- ◆ Pursue **perfection** in all aspects of provision by eliminating waste and wasteful activities

The roots of lean thinking are in *lean production*, a term coined by John Krafcik, a researcher for the International Motor Vehicle Program at MIT. Lean production was the result of a detailed investigation into US car manufacturer practices by Eiji Toyoda and Taiichi Ohno of Toyota. The result, the Toyota Production System, changed how people worked, replacing a skills ladder or hierarchy, with a team approach. The principles of lean production included: *teamwork, communication, efficient use of resources and elimination of waste, and continuous improvement.*

The benefits of lean production are known and its methods proven. It is lean because it uses fifty percent less of everything compared with mass production. In their follow up book, 'Lean Solutions', Womack and Daniel introduced Lean Consumption and Lean Provision, unconsciously respecting the service concepts of 'service encounter' (also known as the customer 'moment of truth'), and service fulfillment, thereby completing the analogy with a service management system.

Lean Thinking is now ideally suited to the challenges of today's service industry, and the Lean Service Management™ (LSM) is a

unique application of Lean Thinking to the management of a service organization and the design of a service management system. LSM integrates Lean Thinking into the elements of a service management system as defined by the Universal Service Management Body of Knowledge (USMBOK™), and ensures an increased emphasis on customer satisfaction, value and eliminating waste.

Know the basis for customer satisfaction. Identify and prioritize problems and their impact. Eliminate waste.

Ten steps to Lean Service Management

10

The Lean Service Management program provides a proven, repeatable, structured approach to service management, universally applicable to existing and planned initiatives, and including ten key steps:

1. Establish a Lean Service Office and LSM awareness program
 2. Select a relevant service management body of knowledge and know the elements of your service management system and key service organization roles
 3. Select a customer community, define the basis for customer satisfaction, and create a Lean Consumption map for a specific subset of vital mission activities
 4. Convene a Point Kaizen workshop, create a Lean Provision map, document key observations, identify waste
 5. Define and refine one or more 'Lean Statements', describing the scope and impact of issues identified during workshop
 6. Translate the Lean Statement into an 'Opportunity Statement', with target benefit, action plan, resource needs, applicable best practices, and schedule for improvement
 7. Apply & mistake-proof improvements, enforce governance
 8. Create and improve process 'flow' through the service system
 9. Enable the customer to 'pull' services via service requests, the service catalog, and service fulfillment lifecycle
 10. Stabilize the outcome, realize, state, and 'bank' the benefit
- Repeat steps 3 through 10 as necessary or continuously.