



# The ABCs Of Translating ITIL & ITSM Knowledge Into Results





## Preface

Troy DuMoulin, AVP of Strategic Solutions with Pink Elephant, is a leading IT Infrastructure Library (ITIL®) and IT governance authority with an extensive background in executive IT management consulting. Troy holds the ITIL Expert certification, frequently speaks at IT Service Management (ITSM) events, and is a contributing author to multiple ITSM books and official ITIL publications. Don't miss Troy's presentations during the conference. Gain an expanded view of Troy's views and thoughts by reading his blog at <http://blogs.pinkelephant.com/troy>. You can also follow Troy on Twitter [@TroyDuMoulin](https://twitter.com/TroyDuMoulin).

This is an executive summary of the original 28-page white paper written by Paul Wilkinson from GamingWorks.

To read the full 28-page white paper, please visit the following link:  
<http://www.pinkelephant.com/uploadedFiles/Content/Downloads/WhitepaperABCofICT.pdf>.



## Executive Summary

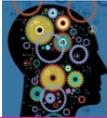
The goal of Service Management is to produce Value and Outcomes your customers want while reducing your customer's cost and risk exposure. This is the prize offered by ITIL and the promise marketed by ITIL Training and Consulting organizations that describe all of the potential advantages that adopting ITIL practices will bring to your organization.

Then why is it that ITIL projects consistently fail to deliver their promised benefits?

At Pink Elephant our experience shows that IT Service Management (ITSM) projects most often fail because the required organizational and behavioral changes were not accomplished. The tangible tasks of sending people to ITIL education classes, creating process documents, and configuring service management tools are the easy part.

The primary risk to ITIL project success is the issue of "People Change" – the political and cultural ability to deploy the new approaches, working methods, policies and tools across the non-aligned, separately managed, IT towers and technology silos that make up a typical IT organization. In short, ITIL is not focused on processes and best practices for their own sake, but rather on gaining a consistent and fit for purpose management system focused on serving customer priorities. For most organizations this requires a major change to existing **Attitudes, Behaviors** and **Cultural** norms (ABC). Without the ability to transform and influence these three critical elements across the IT organization the investment in education, process definition, tools and consulting returns almost no sustained and tangible value. Unfortunately, at the point in the project when this becomes apparent, most organizations blame the failure on external elements such as consultants, the service management tool or ITIL itself rather than addressing the primary issue – and the current root problems remain.

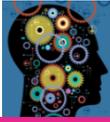
This paper provides an overview of the ABC of ICT white paper produced by GamingWorks written by Paul Wilkinson.



## Executive Summary

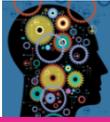
*“In a CIO survey 95% of CIOs declared an intention to adopt ITIL to achieve business goals. Unfortunately, still 70% of IT organizations are unable to demonstrate the value of ITSM improvement initiatives. A Forrester report also revealed that 52% of failing ITIL initiatives do so because of ‘resistance to change’, causing wasted time, effort, energy and costs and increasing business risks. We’ve had ITIL for more than 20 years, despite the hundreds of thousands of ITIL certificates it seems we still have difficulty knowing how to successfully use it to achieve business needs, and we have difficulty creating buy-in, overcoming resistance and embedding it in the organizational behavior and culture. Why is this? It is because of ABC.”*

Pink Elephant believes it is time to address this obvious challenge by translating the knowledge you obtain from the ITIL books and at our courses and events into results through a hard look at the elements of ABC.



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## 1) WHAT IS THE ABC OF ICT™?

ABC stands for the Attitude, Behavior & Culture within Information, Communication, & Technology (ICT) organizations.

“ABC is like an iceberg, much of it is hidden beneath the surface yet capable of causing enormous damage to your ITSM improvement initiative, or more importantly to your business!’ It is ABC that will determine the success or failure of your ITSM improvement initiative. For too long now the iceberg has remained invisible, we don’t see it, we don’t talk about it, we ignore it and hope that it will go away by itself (IT WILL NOT).”

“

*Embarking on an ITSM improvement program means embarking upon a program of organizational change; this means changing people’s attitudes.*

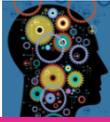
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### 1.1. Attitude – What People Think & Feel

Attitude is peoples’ demeanor and how they react to the world around them. How they react to a change initiative, a colleague or a customer. Examples of attitude are:

- Somebody thinking “The users are ALWAYS complaining....just ignore them they will soon go away!”
- Somebody thinking “...I’ll believe that when I see it...” after a manager has just announced 100% commitment to the ITIL program

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## 1.2. Behavior – What People Do

Behavior is influenced by attitude and by the culture of the organization. Examples of behavior are:

- Somebody saying they will follow the ITIL procedures but not doing it
- Not recording an Incident solution, or not sharing knowledge to a first line employee even though they know it would help, and even knowing they should be doing it

To implement or improve ITSM or its component processes means behavior must change. As ITSM impacts all levels within an organization: operational, tactical and line management, strategic management, as well as the User and the business community. Both IT and Business behavior will need to change to some degree.

## 1.3. Culture – The Accepted Ways Of Working Within An Organization

Culture refers to the values and standards that people find normal – the norms. Examples of culture are:

- ‘Knowledge is power’, or the ‘hero culture’ – in this type of culture people believe that sharing knowledge diminishes their own value; therefore, they want to be the only ones with the expertise and knowledge, they are the heroes
- The blame culture. Everybody points the finger of blame and mistakes are punished

In fact you could say that ‘Attitude’ is individual and comes as a result of personal beliefs and experiences which influence ‘Behavior’. ‘Culture’ is often difficult to grasp but could be described as the organizational or corporate attitude.



### **1.4 Call To Action: Knowledge Translated Into Results**

Pink Elephant believes strongly in the message of ABC that we are working with our partner GamingWorks to develop Education and Consulting Solutions that will help you solve your ABC challenges.

#### **When Planning Your ITIL Initiative Make Sure You:**

- Include in your goal improving IT's Service Delivery, that is: increasing the Value and Outcomes your customers want while reducing your customer's cost and risk exposure
- Address all four of the critical enablers: People, Process, Technology (Products) and Partners; and when addressing the People enabler, include Attitude, Behavior, and Culture



## 2) ABOUT PINK ELEPHANT

Pink Elephant is proud to be celebrating 20 years of ITIL experience – more than any other supplier. Operating through many offices across the globe, the company is the world's #1 supplier of ITIL and ITSM conferences, education and consulting services. To date, more than 350,000 IT professionals have benefited from Pink Elephant's expertise. Pink Elephant has been championing the growth of ITIL worldwide since its inception in 1989, and was selected as an international expert to contribute to the ITIL V3 project as authors of V3's Continual Service Improvement book and through representation on the International Exam Panel. For more information, please visit [www.pinkelephant.com](http://www.pinkelephant.com).

### Service Lines

Pink Elephant's service lines each provide different, but complementary business solutions:

*PinkCONSULTING:* Using the ITIL best practices approach as a springboard, Pink Elephant provides end-to-end solutions – from assessments, to strategic planning to implementation, continuous improvement and beyond. Experienced consultants work hand-in-hand with customers every step of the way

*PinkONLINE:* Use Pink Elephant's online ITIL Implementation Tool Kit and gain access to various services that support a service management improvement program, including PinkATLAS, containing over 1,000 process deployment documents

*PinkEDUCATION:* Pink Elephant is the most prolific creator and widespread distributor of ITIL training, and leads the way with education based ITIL V3's service lifecycle approach. Pink is internationally accredited with EXIN, APMG and PEOPLECERT, independent examination institutes that manage the ITIL certification program. The Project Management Institute (PMI) has also recognized Pink as a Registered Education Provider

*PinkCONFERENCES:* Pink Elephant is the world's largest producer of ITSM conferences and delivers several major events per year to thousands of IT professionals

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