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Getting and Keeping Executive Buy-in for your ITSM program

Webinar: Thursday February 15th 11am ET



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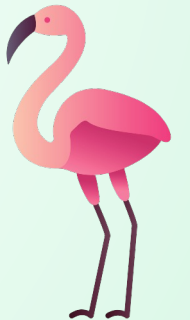
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 - ✓ DevOps
 - ✓ Employee Experience (XLAs)
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 - ✓ Agile Service Management
 - ✓ Lean/Value Stream Mapping
 - ✓ Site Reliability Engineering

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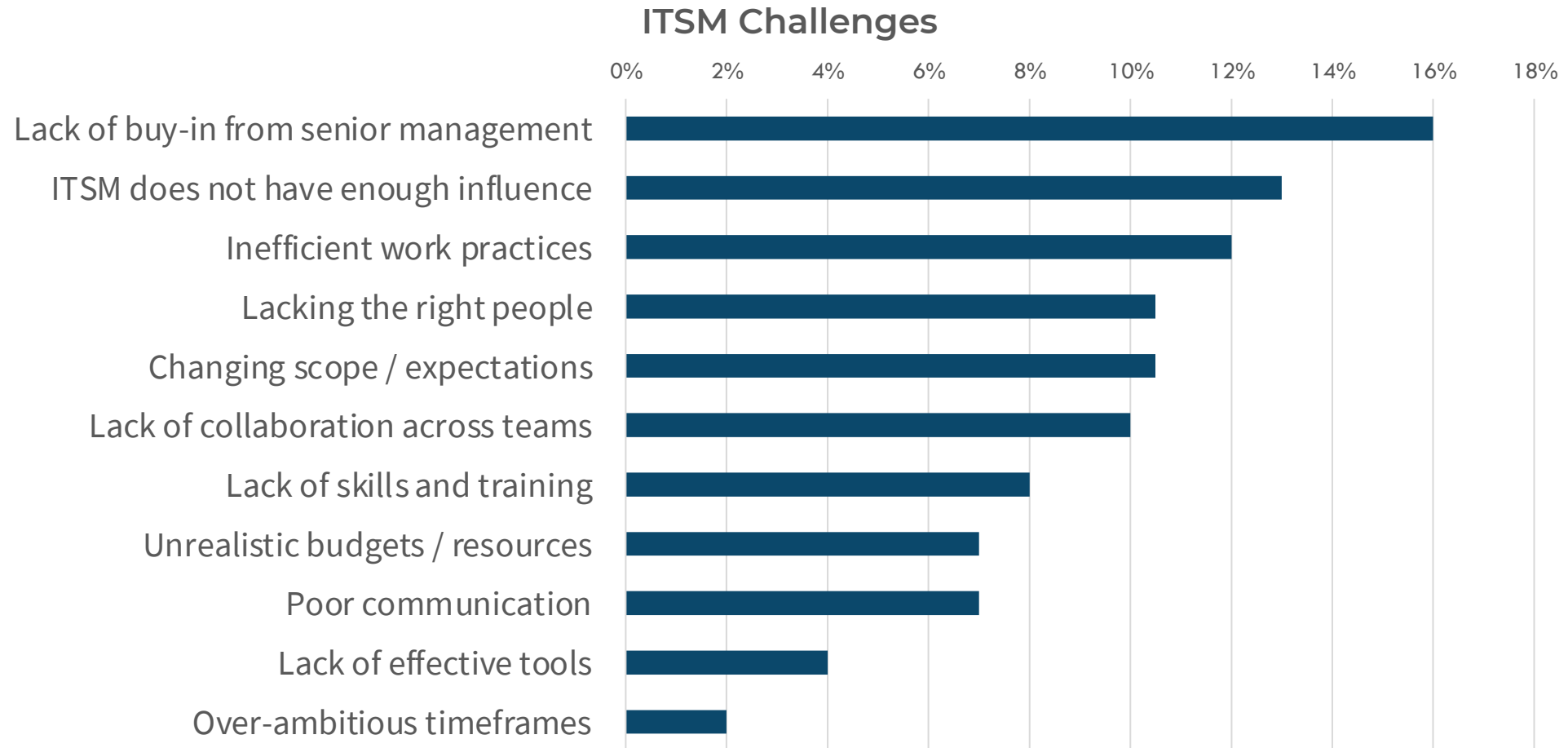
We also license our courseware
to qualified organizations.



Agenda

- Some background
- Are we asking the right question?
- Reasons why executives buy-in (or not) in to ITSM
- How to keep executives engaged
- The role of education
- Engagement checklist

Background



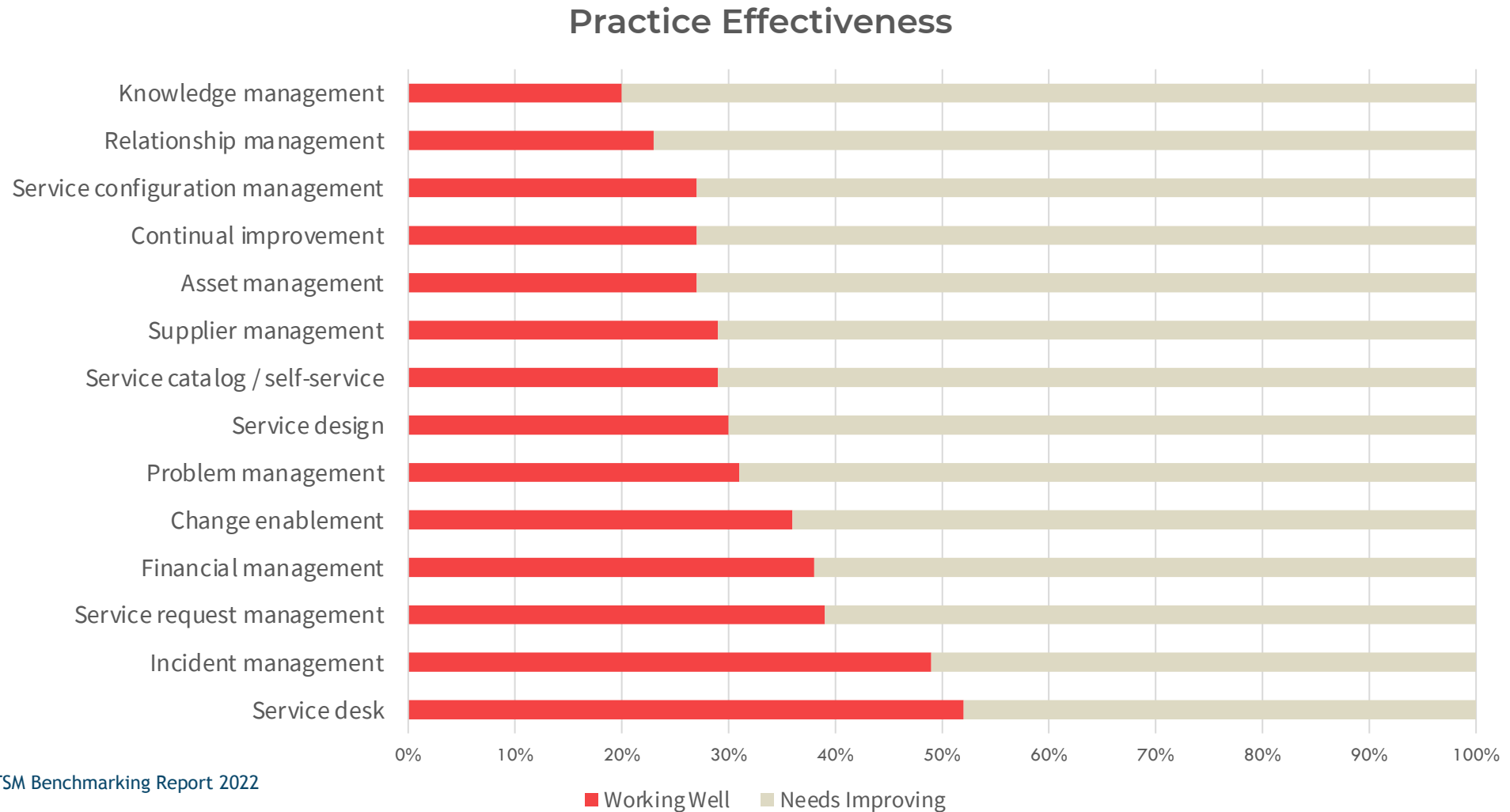
Source: Axelos ITSM Benchmarking Report 2022

What are our projects focusing on?

ITSM Practice Adoption	
Practice	Adoption Rate (organizations)
Service desk	89%
Incident management	89%
Service request management	85%
Change enablement	84%
Problem management	80%
Knowledge management	79%
Asset management	78%
Relationship management	77%
Continual improvement	73%
Financial management	72%
Service catalog / self-service	69%
Supplier management	69%
Service design	64%
Service configuration management	64%

Source: Axelos ITSM Benchmarking Report 2022

ITSM Project Achievements



Source: Axelos ITSM Benchmarking Report 2022

How business-focused are we really?

Mapping services to business outcomes (Comparing 2018 and 2021 surveys)			
Response	2018	2021	Delta
All our services are mapped to business outcomes	13%	14%	+1%
Most of our services are mapped to business outcomes, this is enough	25%	15%	-10%
We're currently working to map our services to business operations and outcomes	31%	38%	+7%
We know how a few services are linked to business operations, but need to know more	25%	24%	-1%
We don't think in service terms	5%	9%	+4%

Source: Axelos ITSM Benchmarking Report 2022

Top 10 CIO Issues

Strategic and Business Alignment

1. Cybersecurity Threats
2. Economic uncertainty
3. Hybrid workforces
4. Digital transformation
5. Meeting business expectations for innovation

Plus 1: Democratization of Development and Data

Operational and Technology Challenges

6. Talent acquisition and retention
7. Managing cloud complexity and spend
8. Modernizing infrastructure
9. Data management and analytics
10. Adopting AI and emerging technologies

How does your ITSM Program solve these issues?

Summary of reports from multiple research studies, including Garner, Forrester, IDC, TechTarget, Flexera, CIO Magazine



Are We Asking the Right Question?

- Focus on strategic alignment
- Understand and address their concerns
- Craft a compelling business case
- Showcase success stories
- Engage stakeholders early
- Communicate clearly
- Demonstrate quick wins
- Establish metrics for success
- Build a coalition of support

All of these are true... BUT



- They're missing an important question:

Who is the person I need buy-in from?

How do we find the right sponsor?

- Does the person have authority?
- Can they influence other decision-makers?
- Do they understand the importance of ITSM?
- Can they explain what would happen if we did not invest in ITSM?
- Do we know "what's in it for them"?



Why do Executives buy-in (or not) to ITSM?

Why don't executives buy-in to ITSM?

- They are under pressure from the business to do something else
- They think it's already in place and doesn't need to change
- They think someone else should be doing it
- They're looking for a "silver bullet"
- They tried ITIL, now we need something else
- There does not seem to be broad support (i.e. don't be the only one pushing for it)

What will Help Them to Buy-in?

- Understanding what's in it for them
- Does it help them achieve their agenda?
- Giving clear information about how ITSM will meet their needs
- Don't be the only one pushing for it

Value = Outcomes are greater than Investment

Outcomes

- Income (revenue)
- New products and services
- New markets
- Growing market share
- Customer loyalty
- Ability to perform a business activity
- Social Responsibility
- Environmental responsibility



Investment

- Staff
- Infrastructure and applications
- Measurement and reporting
- Managing risk and security
- Service improvement
- Break/fix
- Regulatory compliance
- Modernization
- AI / ML / Big Data / ...

What metrics are you using in your business case and ROI reports?



Keeping Executives Engaged

Manage and Respond to Change

- The reason executives buy-in today may not be the same tomorrow
- Why do executives lose interest?
- What happens if we get a new CIO?
- What if our program gets disrupted by the “buzzword of the day”?
- How do we make sure ITSM becomes part of our culture?



The Role of Education

Using Education to get and keep buy-in

- What level of education do executives need?
- How do we address the issue of people going on training, and not being able to implement it when they get back to work?
- What do we do if there is inadequate budget for education?
- How do we create time for education?
- How to build beyond ITIL Foundation



Engagement Checklist

Checklist (1)

- What is the CIO's agenda? (don't take buzzwords at face value)
- Define which agenda items your program solves, and how (keep updating)
- Find a sponsor
- Understand what's in it for them and how your program will give that to them
- Check the scope of your program to make sure it is aligned with sponsor's needs and the CIO agenda (if the sponsor is different)
- Identify all stakeholders, especially those that can influence in favor of, or against, you program

Checklist (2)

- Define how you will report on the status of the program in terms that meet the “what’s in it for me”
- Identify the “value” outcomes of the program and build them into your metrics
- Define how you will detect changes to the CIO and sponsor agenda
- Include metrics from the program on the CIO’s dashboard
- Remember to report achievement, rather than performance

Metrics that Appeal to Executives

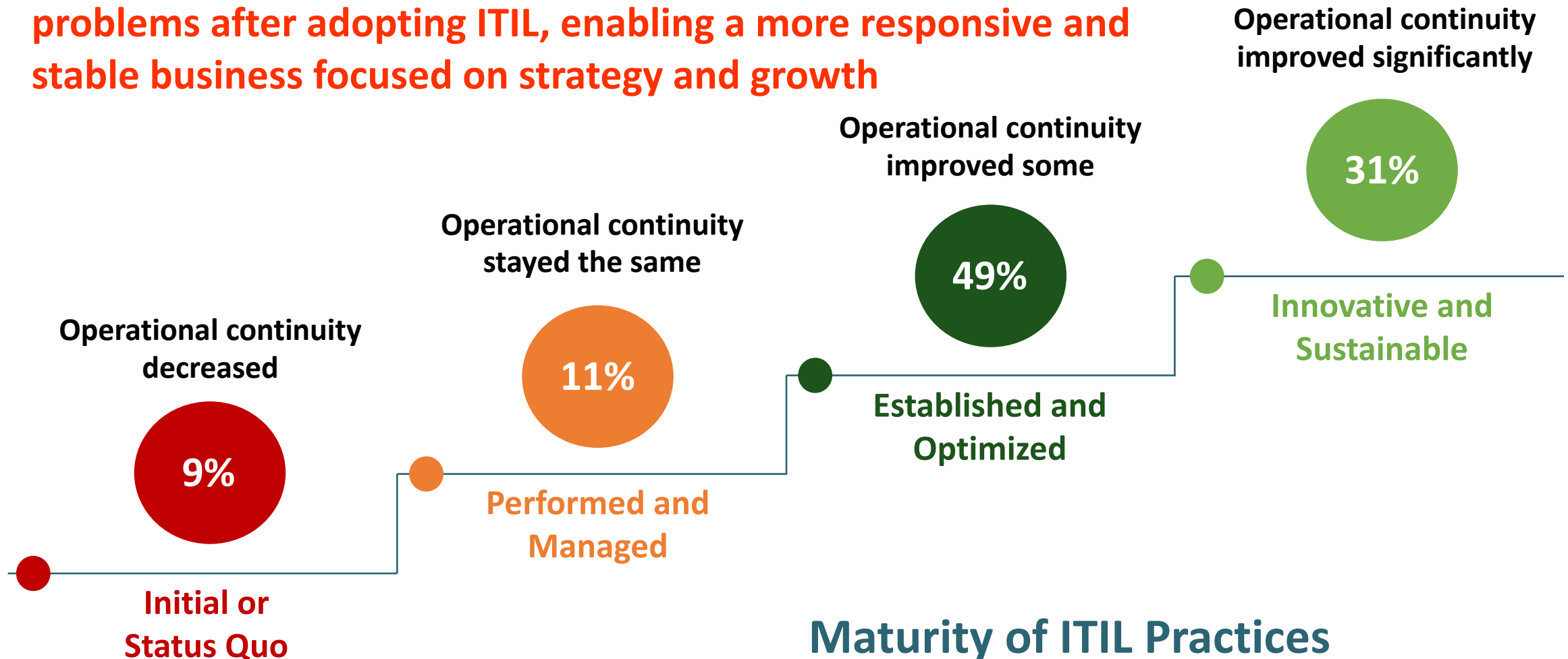
- Return on investment
- Status against goals
- Exceptions with action plans
- Forecasts that show tracking against business targets
- Dashboards that show the status of operations at a glance
- Loss avoidance
- Early warning of potential issues



3 examples of compelling benefits

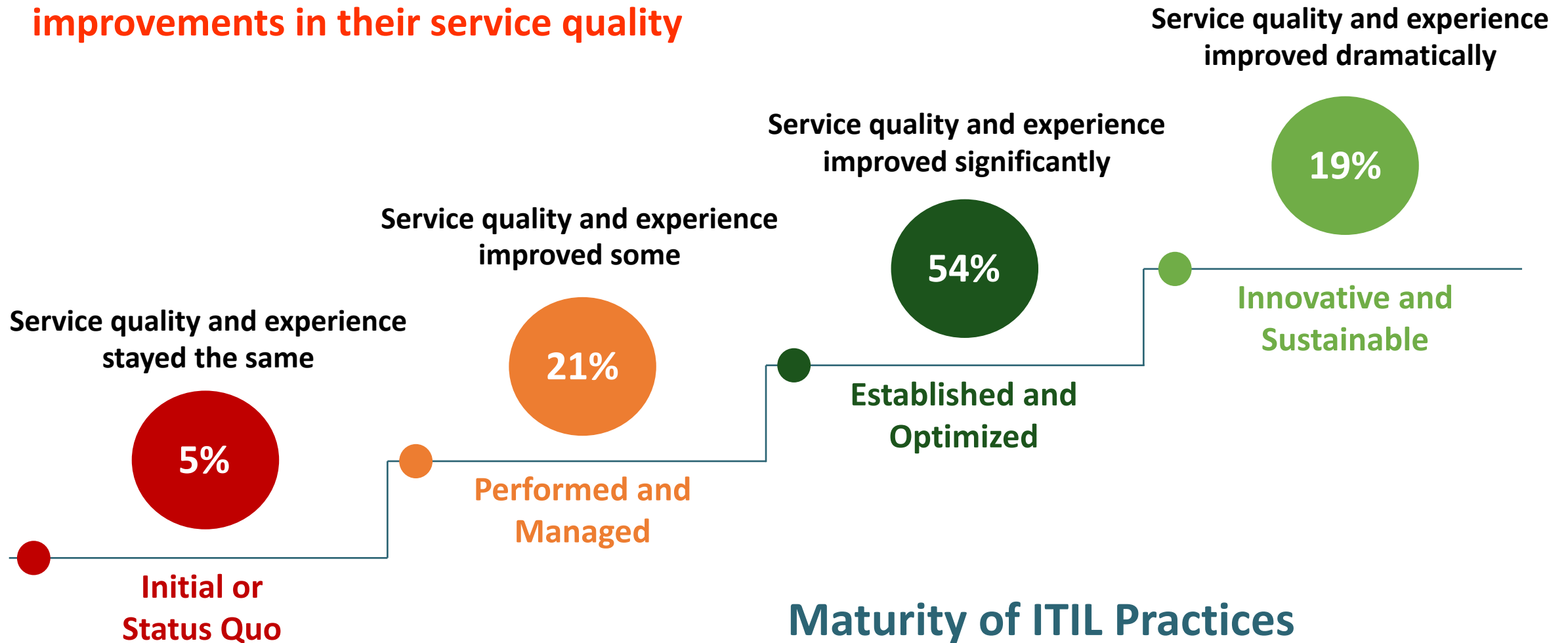
Improve ongoing business operation

80% of organizations have seen a reduction in service-related problems after adopting ITIL, enabling a more responsive and stable business focused on strategy and growth



Improve the quality of IT services

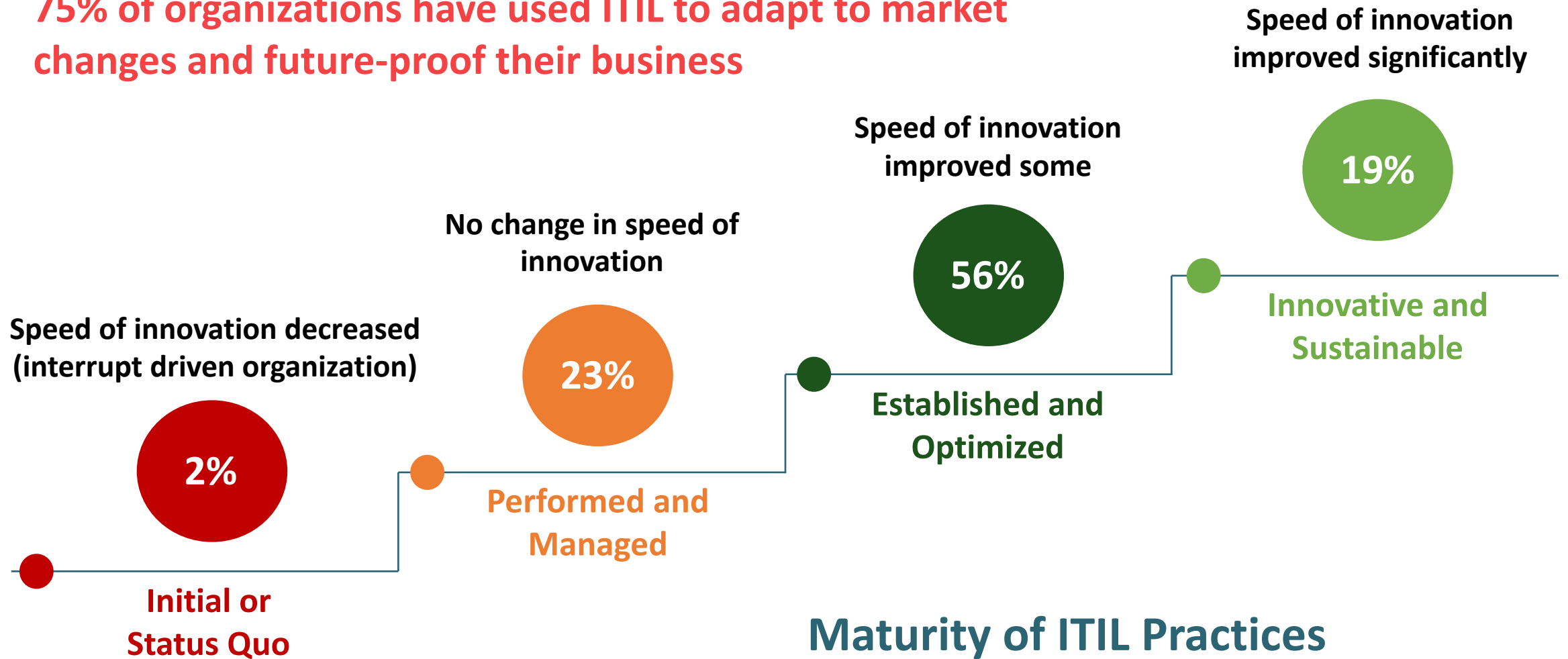
73% of IT organizations have achieved significant improvements in their service quality



Maturity of ITIL Practices

Improve the speed and success of innovation

75% of organizations have used ITIL to adapt to market changes and future-proof their business



Want to Learn More?



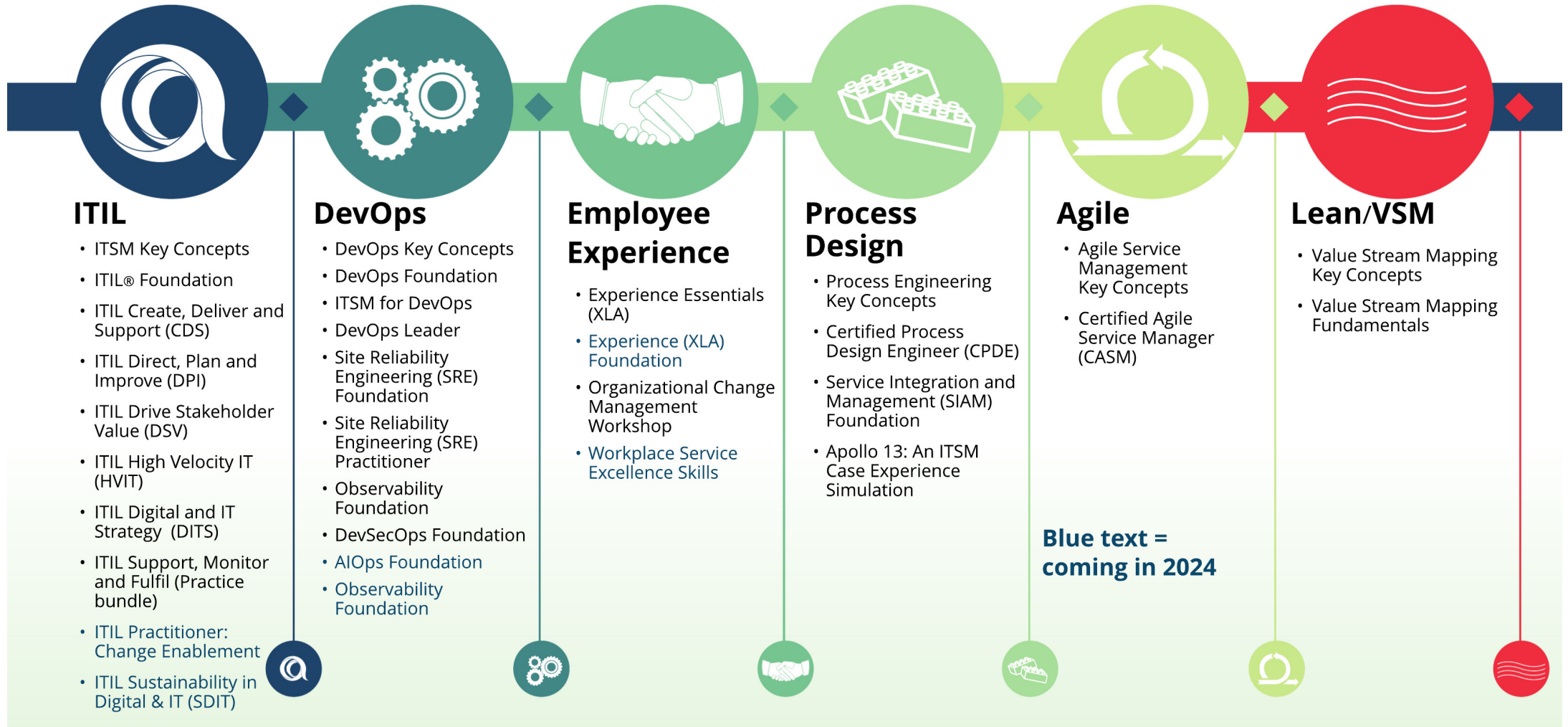
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