



Attitude, Behavior
and Culture of ICT

ABC of ICT

Excercise Workbook

Paul Wilkinson and Jan Schilt



Van Haren
PUBLISHING



ABC of ICT

Excercise Workbook

Paul Wilkinson and Jan Schilt



Other Publications in the ABC of ICT Series

ABC stands for the Attitude, Behavior and Culture within IT organizations. Use these other great products with your Workbooks to get help and tips for solving worst practices and supporting improvement programs and initiatives within your organization.

ABC of ICT Card Deck



A new approach to dry and formal training and change programs; this card deck makes strong and sound points with a humorous pack of cards.

“Any IT Service Management initiative that doesn’t address ABC is bound for failure.....”

Maarten Bordewijk, Getronics-PinkRoccade, senior ITIL trainer, Netherlands

“The ABC card exercise was a lot of fun, and put people immediately to work, brainstorming on the worst practices and their consequences, aided by the easily recognizable cartoons.... This is a great aid for people seeking for certification in the different levels and practices of ITSM, whether it is ITIL or ISO 20000 or other good practices.”

Alejandro Debenedet, EXIN, Netherlands

ISBN: 978 90 8753 138 6

ABC of ICT: An Introduction



This book describes what ABC (Attitude, Behavior and Culture) of ICT is, why it is important and gives practical cases and examples in dealing with ABC issues. The book contains more than 35 case examples from industry experts and practitioners on what they have done to solve specific ABC issues. The book can be used in combination with the ABC of ICT card set for creating awareness, assessing your own worst practices and taking your first practical steps in solving them.

“...The ABC book is excellent. Its the best explained set of business change tools that I’ve ever seen (and I’ve been in the BPR game since 1998). So good, in fact, that I’m going to get our HR department a copy to help with the work I’m doing with them on improving IT professionalism.”

Kevin Holland, Programme Head, Service Management and Delivery Directorate, NHS Connecting for Health

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ABC of ICT

Exercise Workbook



Colophon

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Foreword

This book, and the ABC of ICT(tm) concept has been developed by Paul Wilkinson and Jan Schilt from GamingWorks BV in the Netherlands.

We are not only the developers of the ABC of ICT(tm) but also the developers of Business Simulations such as Apollo 13 - an ITSM case experience(tm) , The Challenge of Egypt(tm), The Greatest Move(tm), Taikiti Bay(tm) and the Grab@Pizza(tm). Both our Business Simulations and the ABC of ICT(tm) products are based on critical success and fail factors in applying best practices, and didactical principles about learning and development.

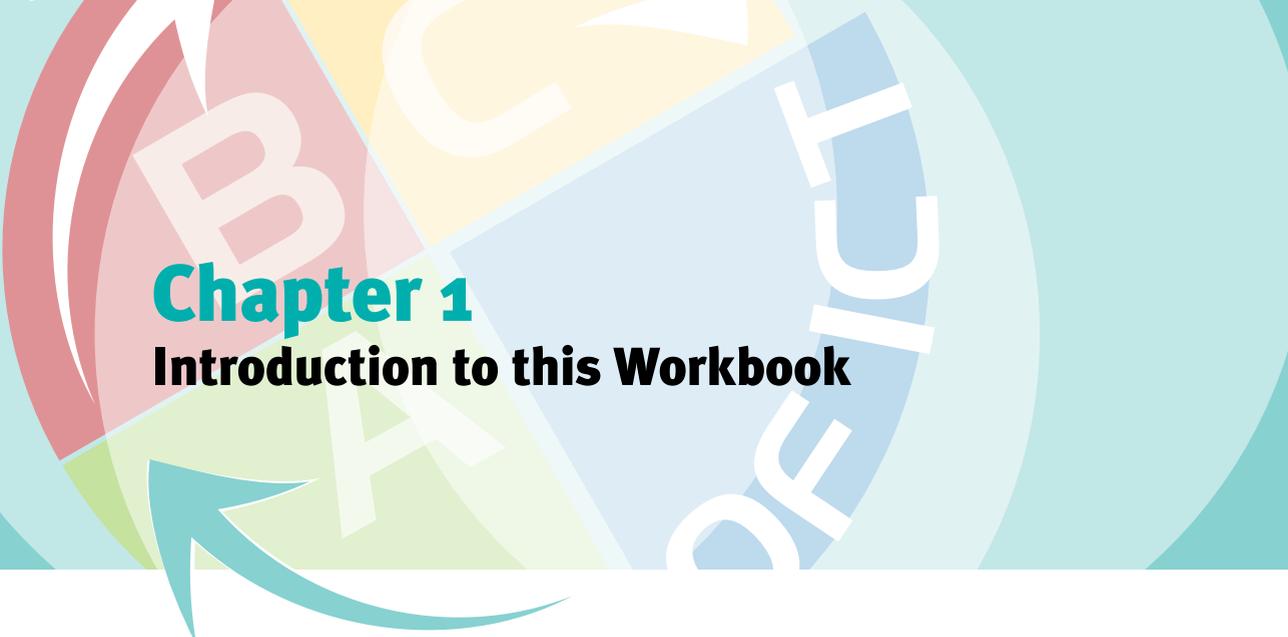
During our travels around the world we have met hundreds of managers who have taken part in our Business Simulations. During these simulations they shared their deepest reflections on reasons of failure and the keys factors for success. Triggered by the realistic interactions and environment of the simulations they are the ones who gave us the knowledge and insights to develop the ABC of ICT product set.

With our background in Human Resource Development and our background in ICT organizational change we were able to combine all of these elements to develop this practical and useful set of ABC cards. Use them to 'play' with, and confront your management, if you or they do not believe that ITSM initiatives fail because of ABC, then just play our Apollo 13 - an ITSM case experience(tm). You will experience it for yourselves. We need tell you no more...

Use our ABC of ICT(tm) products in your organization and with your people. Use our workbooks, our exercises and check the website www.abc-of-ict.com for the latest info. The website will identify world wide supplier organizations that have embraced the ABC of ICT(tm) and who will be able to help you. Use the products in your training, consulting and during client sessions. It will bring you and your customer added value. If you need any further help you know where to find us.

Lots of ABC success,

Paul and Jan
GamingWorks



Chapter 1

Introduction to this Workbook

This is an exercise workbook that can be used to facilitate team exercises using the ABC of ICT card set. The ABC of ICT card set is one of a set ABC products aimed at helping organizations improve.

The ABC of ICT card set is an awareness and assessment instrument primarily aimed at creating dialogue and a 'sense-of-urgency' for change.

There is also a sister publication, 'ABC of ICT – An Introduction'. This is a book which contains case studies and practical tips for solving the ABC worst practices identified by performing the exercises in this workbook.

This workbook contains:

- A description of what ABC is and why it is relevant.
- A description of the ABC of ICT card set.
- A number of exercises that can be performed using the ABC of ICT card set.
- Worksheets that can be completed, by the delegates as part of the exercises (the facilitator may copy these worksheets to give to each team or participant as they wish).
- Introduction and reflection notes and teacher tips to assist a facilitator in running the exercises.

The appendices in this workbook contain:

- The global results of the ABC worst practice workshops held at the time of publication. These identify the most commonly chosen ABC worst practices and the impact they cause.
- An example of how 'attitude and behavior' was changed using the ABC cards.
- An example of a follow up initiative for helping to solve an ABC issue. There are more examples of this available in the book 'ABC of ICT – An Introduction', which contains a number of cases from internationally recognized experts, describing what they have done to solve ABC issues.

This workbook can be used stand-alone, together with the ABC of ICT set of cards. There are also separate student manuals that can be obtained. These are particularly relevant and useful when the exercises are being performed as part of a formalized, open ITIL or ABC training. Each student will then have their own manual and can record the results of each of the exercises as well as personal notes and follow-up actions. *If you are not using the student manual as part of your session then please ignore all references in teacher tips which relate to this manual.*

The exercises in this workbook have been carefully chosen to align with some key concepts of IT service management according to ITIL V3, and to match the most significant ABC (Attitude, Behavior, Culture) issues and worst practices that are common to IT organizations. *Worst practices that are preventing IT organizations from realizing the benefits of ITSM best practices such as ITIL.*

The key concepts of IT service management according to ITIL V3 are:

- Service management is a set of specialized organizational capabilities for providing **value to customers** in the form of **services**.
- A service is a means of delivering **value** to customers by facilitating **outcomes** that **customers** want to achieve without the ownership of **specific costs** and **risks**.
- Value is defined as:
 - **Utility** is derived from the attributes of the service that have a positive effect on the performance of activities, objects, and tasks associated with desired outcomes. Removal or relaxation of constraints on performance is also perceived as a positive effect.
 - **Warranty** is derived from the positive effect being available when it is needed, in sufficient capacity or magnitude, and dependably in terms of continuity and security.
 - **Utility** is what the customer gets, and **warranty** is how it is delivered.

There are five main exercises in this handbook. These exercises focus on:

- **‘Customer and user focused’**
What is the ‘customer’ or ‘user’ perception of our ABC worst practices? What impact and consequences do these have? Are these worst practices viewed as acceptable business risks? Is anybody currently ‘responsible’ and ‘accountable’ for resolving these worst practices? This exercise has been chosen because global results show that a common worst practice is ‘IT is too internally focused’.
- **‘Value’**
Do we KNOW what value we should be delivering? Does everybody have a shared understanding of that value? Are we currently demonstrating that value? This exercise has been chosen because of the emphasis of ITIL on realizing value, however trend reports show we are still poor at measuring value.
- **‘Resistance’**
What type of resistance will we (or do we) see and experience if we try to apply ITSM best practices? This exercise has been chosen because more than 50% of ITIL initiatives that fail do so because of ‘resistance’.

- **‘Training and competence needs’**

Will the current ITIL training and certification help us address the ABC worst practices that we identify in OUR organizations? What training do we need? How do we ensure our partners have the right skills and competences for addressing ABC issues? This exercise has been chosen because results of a mini survey we conducted showed that 94% of the respondents felt that ‘current ITIL training and certification does not adequately help address ABC issues’.

- **‘Leadership and commitment’**

Is there real commitment to making change happen, and appropriate leadership to ensure that it does? This exercise has been chosen because one of the key common success and fail factors mentioned by the experts in the ‘ABC of ICT: An Introduction’ book was leadership and senior level commitment.

The most significant ABC issues and worst practices are represented in the 57 cartoons on the ABC cards. It is worth noting that:

- These are industry recognized worst practices gathered from literally thousands of students who have undergone ‘Apollo 13 – an ITSM case experience’ business simulation, as well as input from the hundreds of the international training and consulting partners of GamingWorks.
- The results of the evaluations of the students who have played Apollo reveal the largest success and fail factor is related to ‘people’. 44.7% declared this to be the most important success or fail factor.



Chapter 2

The ABC of ICT™

What is the ABC of ICT?

ABC of ICT stands for the Attitude, Behavior and Culture within ICT organizations. In the past 10 years or so many IT organizations have adopted 'best practice' frameworks such as ITIL to bring IT under control. However, many of these organizations have failed to realize the expected benefits of such frameworks. **Why is this?** Because of ABC issues. It is our belief that it is the ABC 'worst practices' that will determine the success or failure of your ITSM improvement initiatives, not the frameworks and the models.

It is ABC that will prevent you from realizing the value offered by these frameworks.
It is ABC that presents a business risk.

IT is becoming increasingly important to business operations and to all types of businesses. As such we can no longer afford to fail to successfully apply these types of frameworks. It is time we recognized and resolved the ABC worst practices once and for all. It is this need to bring IT under control that has partly led to the rise of IT governance. A Weill & Ross investigation into IT governance, described it as follows:

Specifying the decision rights and accountability framework

to

encourage the desirable behavior in the use of IT

We in IT have focused for too long now on the first part, the *'frameworks'*, and not enough on the second part - the *'desirable behavior'*. This is why many IT improvement initiatives fail.

A Forrester report revealed that **52%** fail because of 'resistance to change' (Attitude). A further **29%** fail because of a lack of business interest or involvement (Attitude). Findings from our own 'Apollo 13 – an ITSM case experience' business simulation (see the article '*Using simulations to*

increase the success of your ITSM initiative published in the IT Service Management Global Best Practice book – volume 1, 2008, Van Haren Publishing) also reveal that the key learning point, identified by more than 1,000 students is that **‘People related issues’** are the most significant success or fail factor in improving IT performance. Issues such as the need for:

- clearly defined, agreed and accepted tasks, roles and responsibilities;
- personal accountability;
- creating buy-in and commitment;
- leading change and ‘walking-the-talk’;
- ‘acting’ customer focused instead of ‘saying we are’ customer focused;
- breaking down organizational ‘silos’;
- managing the soft issues relating to organizational change.

A description of A, B and C

‘Attitude’

This is what people think and feel. It is their demeanour and how they react to the world about 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.

‘Behavior’

This is 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 registering a resolution, or not transferring knowledge to a first line employee even though you know it would help, and even knowing you should be doing it.

‘Culture’

This can be described as the accepted ways of working within an organization, the values and standards that people find as normal. Examples of culture are:

- ‘Knowledge is power’, or the ‘hero culture’, where people believe that sharing knowledge diminishes their own value, therefore they want to be the only ones with the expertise and knowledge, ensuring that 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 corporate attitude. Often employees in an organization are unaware of the culture and how this influences their personal attitude and behavior. This is why culture is one of the most difficult things to change. It is ‘soft’, you can’t see it, you can’t touch it, you know it’s there, you can get bogged down in it and unable to move, it can stop a change program in its tracks. It is something to be taken seriously if you want your change program to succeed.....it would seem that the most common approach is to ignore it and hope that it will go away or change by itself.

What are the current solutions?

Unfortunately neither existing frameworks and ‘best practice’ guidance, certification programs, conference sessions or articles adequately tell you how to address these issues. Things are slowly improving as more providers finally understand the need to address the ‘management of change’ aspects involved when deploying ITSM frameworks and methods.

A new certification scheme and a set of offerings are being launched as part of ITIL V3 certification. As yet it is unknown to what degree these offerings will address ABC issues.

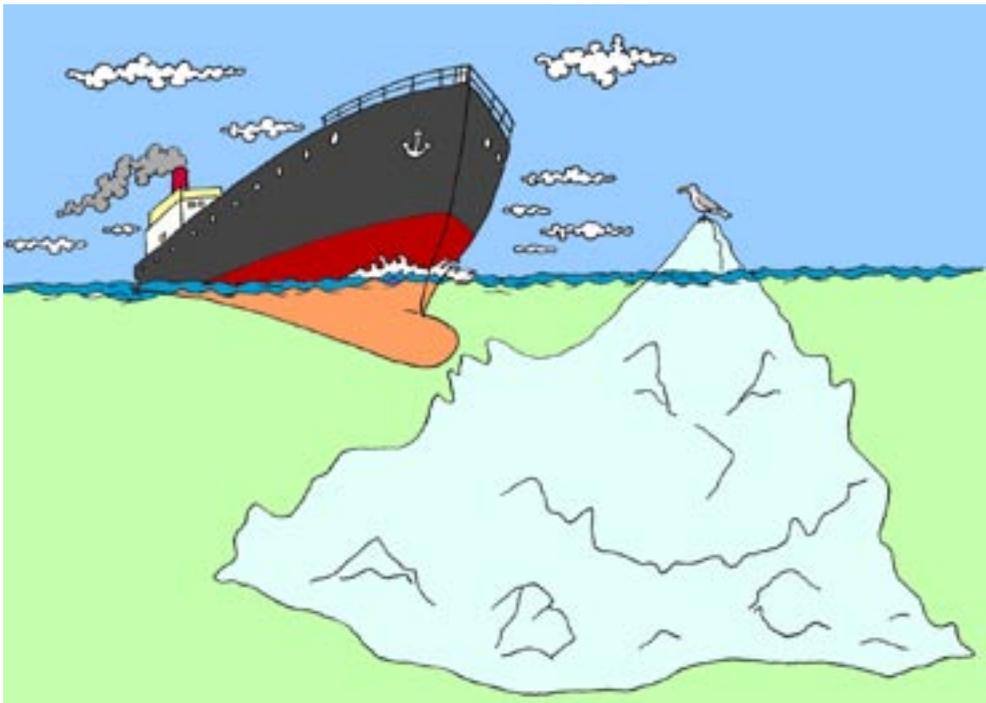
In the Netherlands the itSMF have now devoted a complete conference stream to ABC.

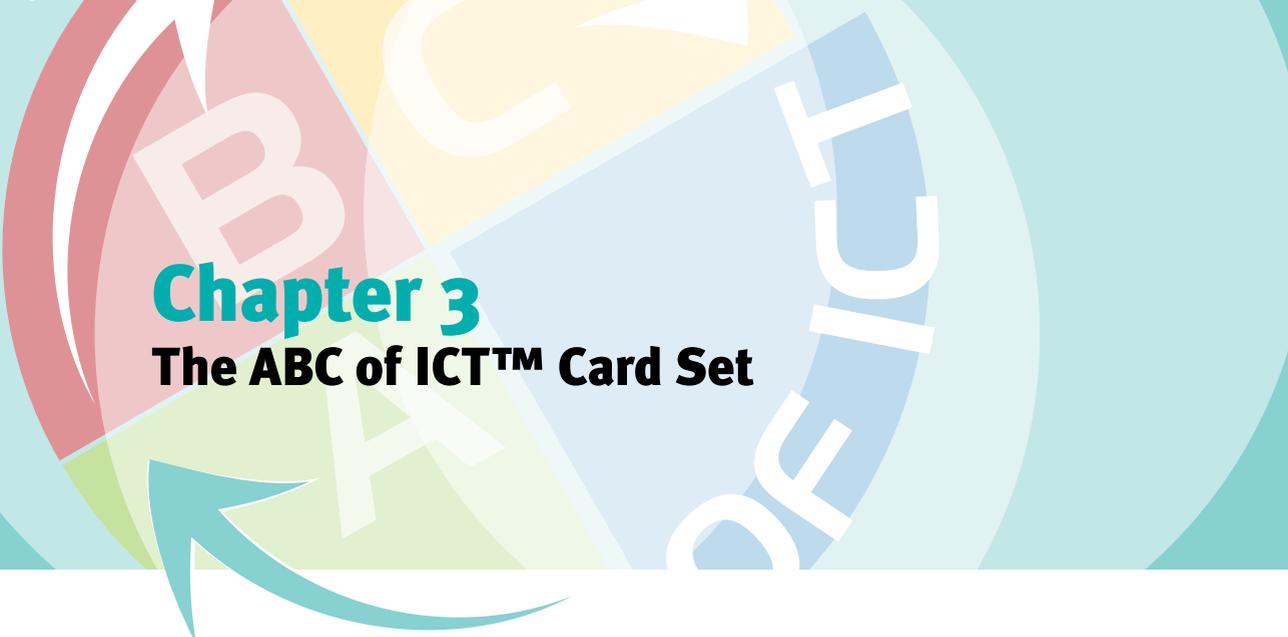
The exercises in this book and the ABC card set are intended to help IT organizations address these ABC issues.

The ABC of ICT card set is part of a range of ABC products aimed at helping organizations improve. There is also a sister publication 'ABC of ICT – An Introduction'. This book, published by Van Haren Publishing, contains case studies and practical tips for solving the ABC worst practices. The case studies and tips are given by recognized industry experts and authorities, and include authors from the ITIL V1, ITIL V2 and ITIL V3 publications.

'Apollo 13 – an ITSM case experience' business simulation is an instrument that can be used as a follow up to the exercises, to let people see, feel and experience the success and fail factors actually working, and to learn how to apply their own solutions for resolving the ABC worst practices.

ABC is like an iceberg, much of it hidden below the surface, and difficult to see, but nevertheless dangerous and capable of inflicting enormous damage.



The graphic features the letters 'A', 'B', and 'C' in large, stylized fonts. 'A' is green, 'B' is red, and 'C' is yellow. To the right, the letters 'I', 'C', and 'T' are stacked vertically in a blue font. A large, light blue arrow curves from the bottom left towards the center. The background is a light teal color with a circular gradient.

Chapter 3

The ABC of ICT™ Card Set

The ABC of ICT card set contains 57 worst practice cartoons. These are worst practices that industry experts recognize and agree upon, and these are worst practices that are regularly presented by us at itSMF conferences throughout the World. Whenever we present them, people nod (enthusiastically) in agreement and recognition. (We are a little concerned at the smiling, enthusiastic acknowledgement – it sometimes looks almost like pride “Yes! Yes! That is what we do!”)

These presentations often receive top scores as people recognize their relevance and importance. The ‘ABC of ICT – An Introduction’ book also contains characteristics and symptoms of what to look for in order to help you assess whether a worst practice card really does apply to your organization.

This card set has been designed as an awareness and assessment instrument to help teams, departments and organizations to:

- identify, recognize and agree whether these worst practices apply to their own organization;
- look at worst practices from the perspectives of different stakeholders;
- identify how stakeholders are impacted by a worst practice and identify which stakeholders display which type of worst practices;
- enable teams, possibly comprised of various stakeholders, to get together to discuss the worst practices;
- discuss and agree the consequences and risks of these worst practices;
- recognize and create ‘buy-in’ to the ‘need’ to find a solution to resolve them;
- identify stakeholders that need to be involved in solving the worst practices;
- discuss and agree possible solutions to resolve the worst practices;
- provide input to ‘continual service improvement’ initiatives.

The card set is aimed at creating dialogue and discussion so that these ABC issues can be brought out into the open. Once they are brought out into the open and recognized, action can be taken to address them. *So long as they remain hidden, and so long as we avoid talking about them or*

discussing them, they will remain a danger that may turn into resistance. Resistance that will prevent your organization from achieving success and, as a result, pose a risk to the business.

The card suits represent **Attitude** (Clubs), **Behavior** (Diamonds), **Culture** (Spades) and **Stakeholders** (Hearts). There are five jokers representing People, Process, Product, Partner and Performance.

What can you do with the cards?

You can use the card set in a number of ways, a number of different settings and with a range of objectives. The following list identifies the most common uses:

- You can use them within traditional ITIL awareness or training sessions to help **identify issues** that need resolving by ITIL, or **identify issues** that need resolving if ITIL is to work!
- You can use them in team meetings for **self reflection** and **assessment**, by asking a team of IT people “If we gave these cards to a user, which ones would they choose as being representative of our IT organization”.
- You can use these to undertake a real **survey**, giving them to users and customers and asking them to choose worst practices that apply to THEIR IT department.
- You can use them to **confront people by** selecting cards that are appropriate to your organization and putting them on the table when people display a certain worst practice behavior. You can then discuss why a specific card was put on the table.
- You can give them away as **gifts** to all IT staff in order to **create awareness**, perhaps at the start of an improvement program.
- You can put cartoons on your website to raise awareness of issues, and have people vote on the applicability of a worst practice to YOUR organization, and leave quotes and comments. This helps you **capture input** for improvement programs.