

The ITSM Leadership MasterClass

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Pink Elephant

Agenda



1. My Assumptions About You
2. Some Definitions
3. Understanding & Developing Your ITSM Leadership Capabilities
4. Vision, Strategy & Objectives For ITSM
5. Empowering Your ITSM Team
6. Focus On Achieving ITSM Success
7. Learning From ITSM Success Stories
8. Next steps

My Assumptions About You ...



1. You work in ITSM and have a few years of experience.
2. You find it challenging to get new things done because projects tend to drag on and on.
3. You're responsible for key IT assets (hardware, software, people, services).
4. You go to work each day with the intention of doing a good job.
5. You want the business you work in to be successful.
6. You'd like some advice from me on how where to focus.

Why Am I Here?



“Success” for me
is about what I can
inspire **YOU** to achieve.

New knowledge is not enough,
I need you to change behaviors
so you can generate better results.

What Does “Leadership” Mean To You?



1. Who Are You?
2. What do you think when you hear the word “Leadership”?
3. How do you know when “Leadership” is good?
4. How do you know when “Leadership” is bad?

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***"If your actions inspire others
to dream more,
learn more,
do more and become more,
you are a leader."***

- John Quincy Adams

When We Think Of “Leadership”



We often think of the “Leader” as someone who:

- Is in charge.
- Provides direction to others.
- Thinks up creative solutions.
- Makes the important decisions.
- Takes responsibility.

Dysfunctional Leadership Means



People don't know:

- WHAT they're supposed to be doing.
- WHY they need to do it.
- HOW they should be doing it.
- WHO is responsible for what.
- WHAT to do first.
- HOW they'll know they're successful.
- WHEN to start.
- WHEN to pause.
- WHEN to stop.

Real Leadership Means ...



- The activity of leading a group of people, or an organization involves:
 1. Establishing a clear vision.
 2. Sharing that vision with others so that they will follow willingly.
 3. Providing the information, knowledge & methods to realize that vision.
 4. Coordinating & balancing the conflicting interests of all members & stakeholders.
- A leader steps up in times of crisis, and is able to think and act creatively in difficult situations. Unlike management, leadership cannot be taught - it is learned and enhanced through coaching & mentoring.

www.businessdictionary.com

Do Not Confuse



Management

Pre-Occupied With The Present

Plans

Thinks Process

Considers Activities

Concerned With Measurements

Works On Administration

Establishes Systems & Structure

Controls

Narrow Focus

Asks How & When?

IS ESSENTIAL!

Leadership

Pre-Occupied With The Future

Visions

Thinks Beliefs & Values

Considers Attitudes

Concerned With Behaviours

Works With People

Establishes Trust

Innovates

Wide Focus

Asks What & Why?

IS ESSENTIAL!

Reference: <http://guides.wsj.com/management/developing-a-leadership-style/what-is-the-difference-between-management-and-leadership/>

When We Think Of “Leadership”

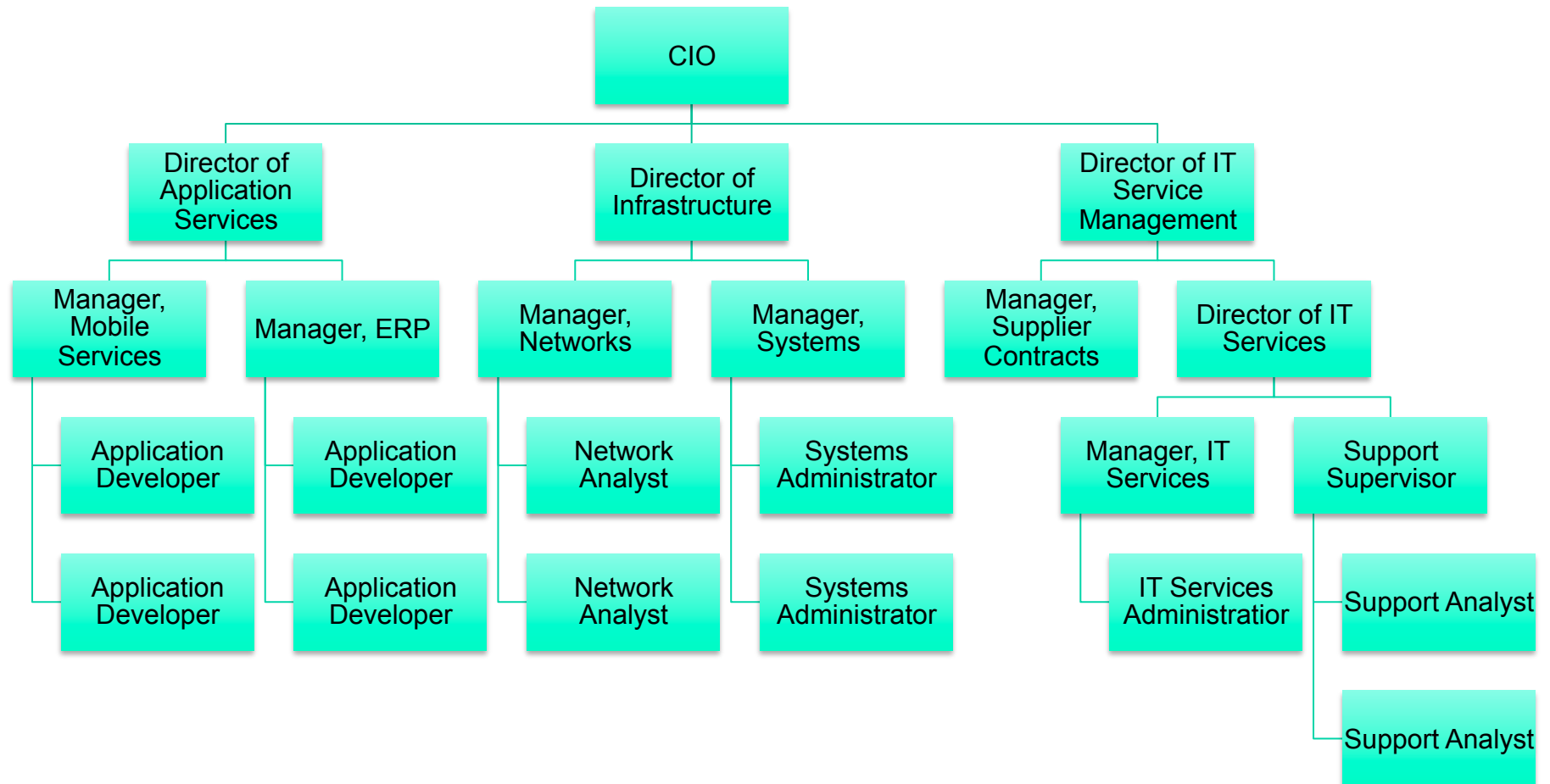


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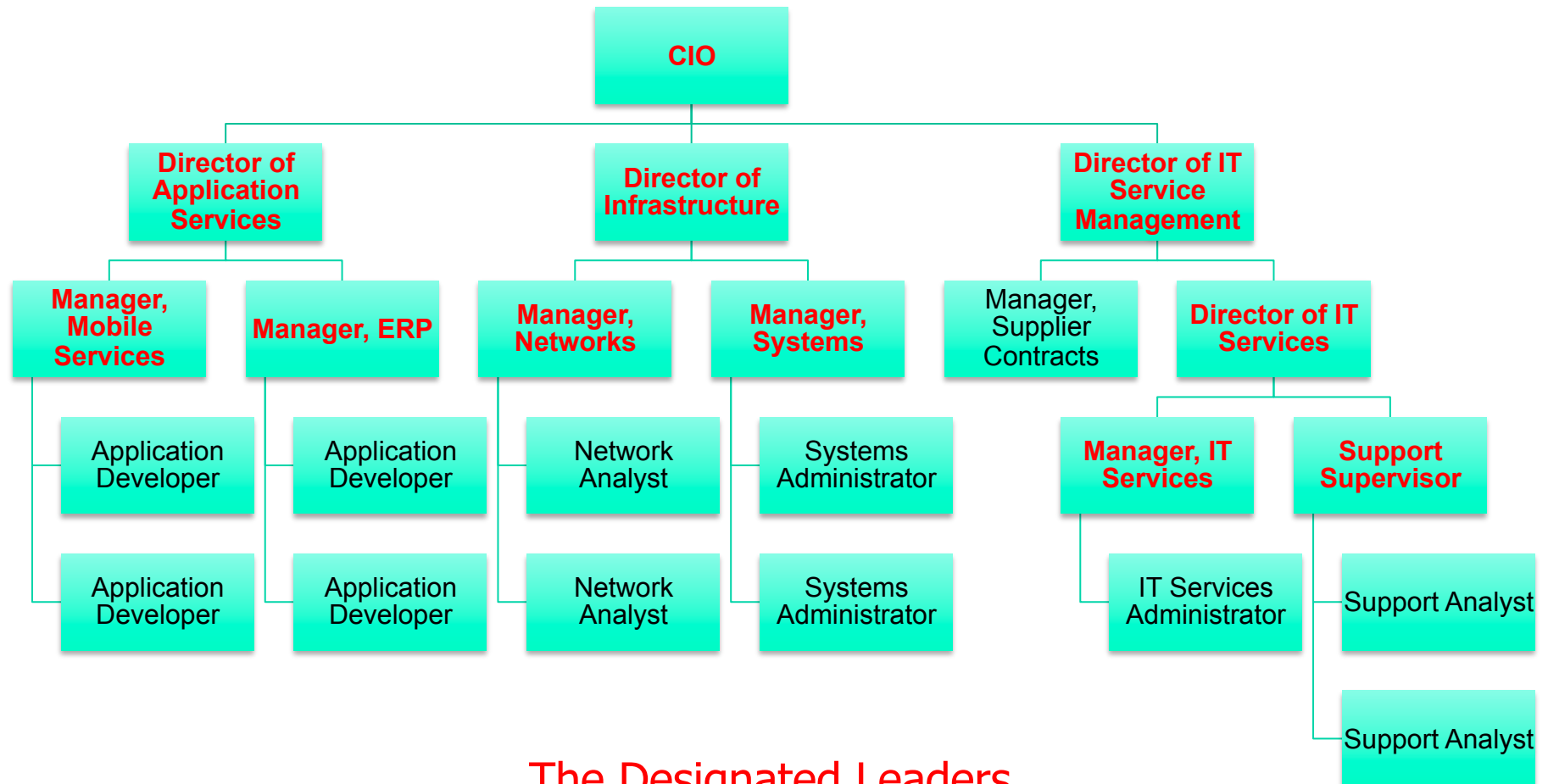
- Is in charge.
- Provides direction to others.
- Thinks up creative solutions.
- Makes the important decisions.
- Takes responsibility.

But there are actually two types of leader.

Where Is The Leader?

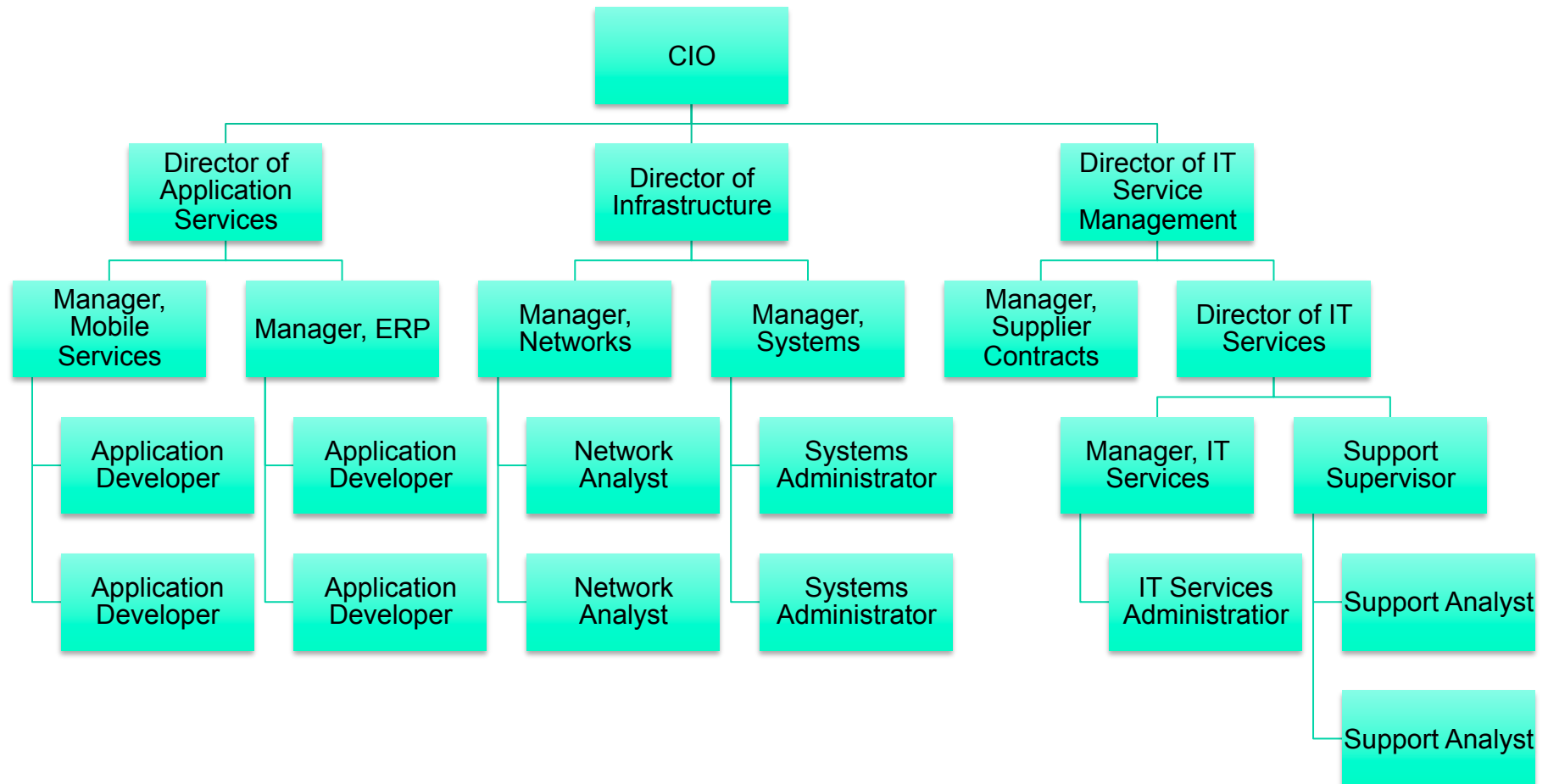


Where Is The Leader?



The Designated Leaders

Where Is The Self-Empowered Leader?



Where Is The Self-Empowered Leader?



Everyday Leadership Is All About



**Influencing people
to do the right things**

How is this done?

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Leadership Capabilities



What does it take to be a good leader?

How do you measure up?

Can you be better at leading?

What can we learn from other leaders?

Capabilities Of An Effective Leader



How Are Your Leadership Capabilities?



Leadership Self-Assessment (1)

Capability	Good Leader's Rating	Poor Leader's Rating	Your Rating	Our Average Rating
Future Thinking				
Critical Thinking				
Thinking Differently				
Imagination/Creativity				
Establishing A Vision				
Setting Objectives				
Setting Priorities				
Focus On Relevance				
Caring Of Others				
Integrity				
Trustworthy				
Promotes Values				
Honest				
Respected				
Do What's Right				

Leadership Self-Assessment (2)

Capability	Good Leader's Rating	Poor Leader's Rating	Your Rating	Our Average Rating
Respected				
Do What's Right				
Courageous				
Leads By Example				
Inspiring To Others				
Persistent				
Optimistic				
Confident				
Positive Attitude				
Provides Clarity				
Commitment To Learning				
Empowering				
Ability To Communicate				

3 + 3



**What are your top 3 strengths?
Give examples of how they have been
helpful with your work?**

**What are your worst 3 weaknesses?
Give examples of how they have
provided challenges in your work?**

Assessing Leadership Capabilities



- 1. Look at the list & rate on a scale of 0–10 for each capability.**
- 2. Compare your ratings to those of others to help identify your strengths & weaknesses.**
- 3. List 3 weaknesses to work on.**
- 4. List 3 strengths to further exploit.**
- 5. When you get back to work, ask a friend you trust to rate you to validate your self-assessment (and do the same for them).**

Share this strategy with your co-workers

Actions



Designated Leader	Self-Empowered Leader
1. Assemble your team and encourage them to do leadership self-assessments.	1. Conduct a leadership self-assessment.
2. Get them to document their leadership strengths & weaknesses.	2. Document your leadership strengths & weaknesses.
3. Discuss with them priorities for leadership self-improvement.	3. Identify priorities for leadership self-improvement.
4. Support them in their leadership self-improvement efforts	4. Make a start on improving, where you can.
5. You do the same!	5. If you feel comfortable, discuss this topic with peers

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Capabilities For Leading In ITSM





Vision, Mission, Goals/Objectives

The **VISION** should focus on the potential for the future. It should be written down. It may contain references to how that vision will be realized, but that is usually contained in the **MISSION** statement which often accompanies the vision.

OBJECTIVES will be a list of specific activities with measurable targets for how the vision & mission will be achieved.

Thinking About The Future



"I have a dream ..."



Envision The Future



If you can dream it, you can do it."



Setting Objectives



*"We chose to go to the moon
... not because it is easy, but because it is hard."*



Knowledge & Learning



"Books were my pass to personal freedom."



Thinking



*"If I have done the public any service,
it is due to my patient thought"*



Example Of “Vision”



"We believe that we are on the face of the earth to make great products and that's not changing. We are constantly focusing on innovating. We believe in the simple not the complex. We believe that we need to own and control the primary technologies behind the products that we make, and participate only in markets where we can make a significant contribution. We believe in saying no to thousands of projects, so that we can really focus on the few that are truly important and meaningful to us. We believe in deep collaboration and cross-pollination of our groups, which allow us to innovate in a way that others cannot. And frankly, we don't settle for anything less than excellence in every group in the company, and we have the self-honesty to admit when we're wrong and the courage to change. And I think regardless of who is in what job those values are so embedded in this company that we will do extremely well."

Examples Of “Vision”



“A computer on every desk and in every home.”

“We will never surrender”

“I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth.”

Example Of “Mission”



"Space: the final frontier. These are the voyages of the starship Enterprise. Its five-year mission:

- to explore strange new worlds,*
- to seek out new life and new civilizations,*
- to boldly go where no man has gone before."*

Example Of “Mission”



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Interestingly, this was the first draft!

"This is the adventure of the United Space Ship Enterprise. Assigned a five year galaxy patrol, the bold crew of the giant starship explores the excitement of strange new worlds, uncharted civilizations, and exotic people. These are its voyages and its adventures."



Example Organization Objectives

1. Achieve \$155m in gross revenues
2. Decrease operating costs by 2%
3. Achieve 13% EBIT
4. Achieve 775+ points JD Power customer satisfaction score
5. Successfully launch v3.0 in Eastern European market

Vision, Mission, Goals in ITSM



VISION

- WHAT you want your ITSM to look like.

MISSION

- HOW you will realize that vision (strategy; approach).

OBJECTIVES

- Specific achievements you need to fulfill (activities; targets)

Pink's Vision & Mission



VISION

“Pink Elephant – leading the way in IT service management best practices”

MISSION

To enable IT service management excellence by:

- researching & documenting best practices through **PinkONLINE**
- promoting them through **PinkCONFERENCES**
- delivering them through **PinkEDUCATION**
- practicing them through **PinkCONSULTING**

OBJECTIVES

- **xxx**
- **yyy**

Example of Vision & Mission For ITSM



**University of
Leicester**

Search Site

University HomeUniversity A-ZMaps and Directions



IT Services

Home / Offices / IT Services / About / Vision and Planning / Our vision statement

IT Services

About

→ Overview

→ News

→ What's New

→ Events

→ People

→ Policies and regulations

→ Vision and Planning

– How decisions are made

Our vision statement

Our vision statement for the provision of IT services to the University

- We provide strategic **IT leadership** for the University
- We are **customer focussed**. We aim to provide services that are aligned to the needs of the whole University and are continuously developed to give maximum value and benefit. We are constantly listening to our stakeholders. Priorities for developments are set by their needs and the wider University Strategic Plan
- Our target is to offer comprehensive services that **enable** the University to deliver effectively in all areas: **research; teaching and learning; administration and commerce**. Departments can rely, and build upon our services to support specialist activities. They have no reason to duplicate them
- All **IT professionals** are recognised for their contribution, have clear direction and are given the resources, training and support to do an excellent job.

Further information

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Example of Vision & Mission For ITSM



IT Services

[Home](#) / [Offices](#) / [IT Services](#) / [About](#) / [Overview](#) / [Background](#)

IT Services

About

→ Overview

– What we do

– Background

– Organisation

– Process ownership

→ News

→ What's New

→ Events

→ People

→ Policies and regulations

→ Vision and Planning

Background

IT Services was established in January 2007 by the current Director of IT by merging a range of previously fragmented organisations.

The emphasis was initially on the creation of an effective, customer focussed organisation with an appropriate governance framework, ITIL based service support disciplines and project and portfolio management processes.

The focus then shifted to modernising the IT infrastructure, widening the service portfolio to provide comprehensive support

to all areas of University (particularly to underpin research activity) and implementing the standards and service management tools needed to deliver service to 23,000 students and 4,000 staff in a cost effective manner.

With this infrastructure modernisation programme substantially complete IT Services is ready to move to the next stage in its development. The goal now is to be perceived by all as the institution's trusted IT partner.

We aim to help researchers do more effective research and students derive more value from their University experience. We aim to play a leadership role in business process transformation. In these various ways, we will create value for the University rather than

“

The goal now is to be perceived by all as the institution's trusted IT partner”

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Example of Vision & Mission For ITSM



IT Services

[Home](#) / [Offices](#) / [IT Services](#) / [About](#) / [Vision and Planning](#) / How decisions are made

IT Services

About

→ [Overview](#)

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→ [Events](#)

→ [People](#)

→ [Policies and regulations](#)

→ [Vision and Planning](#)

→ [How decisions are made](#)

→ [ITS strategic planning](#)

→ [Our vision statement](#)

→ [Feedback and Complaints](#)

→ [News](#)

→ [A - Z](#)

Services

Resources

How decisions are made - IT Governance

IT Services has a three layered decision making model to ensure that it develops services that align well with the University's needs.

A three layered approach



1. At the top is the Information and Communications Technology Committee, chaired by the Pro Vice Chancellor (PVC) for IT, Professor Martin Barstow, which approves the overall strategic direction and policy
2. The IT Portfolio Board (ITPB) sits in the middle layer and implements the strategy by approving and directing projects
3. A number of IT Service Management Groups monitor the services delivered day to day in each area.

See [Governance of ITS - How decisions get made](#) for a full description of how we try to ensure that we listen and make the right decisions in IT Services.

Your Organization's ...



VISION

MISSION

OBJECTIVES

Your Department's ...



VISION

MISSION

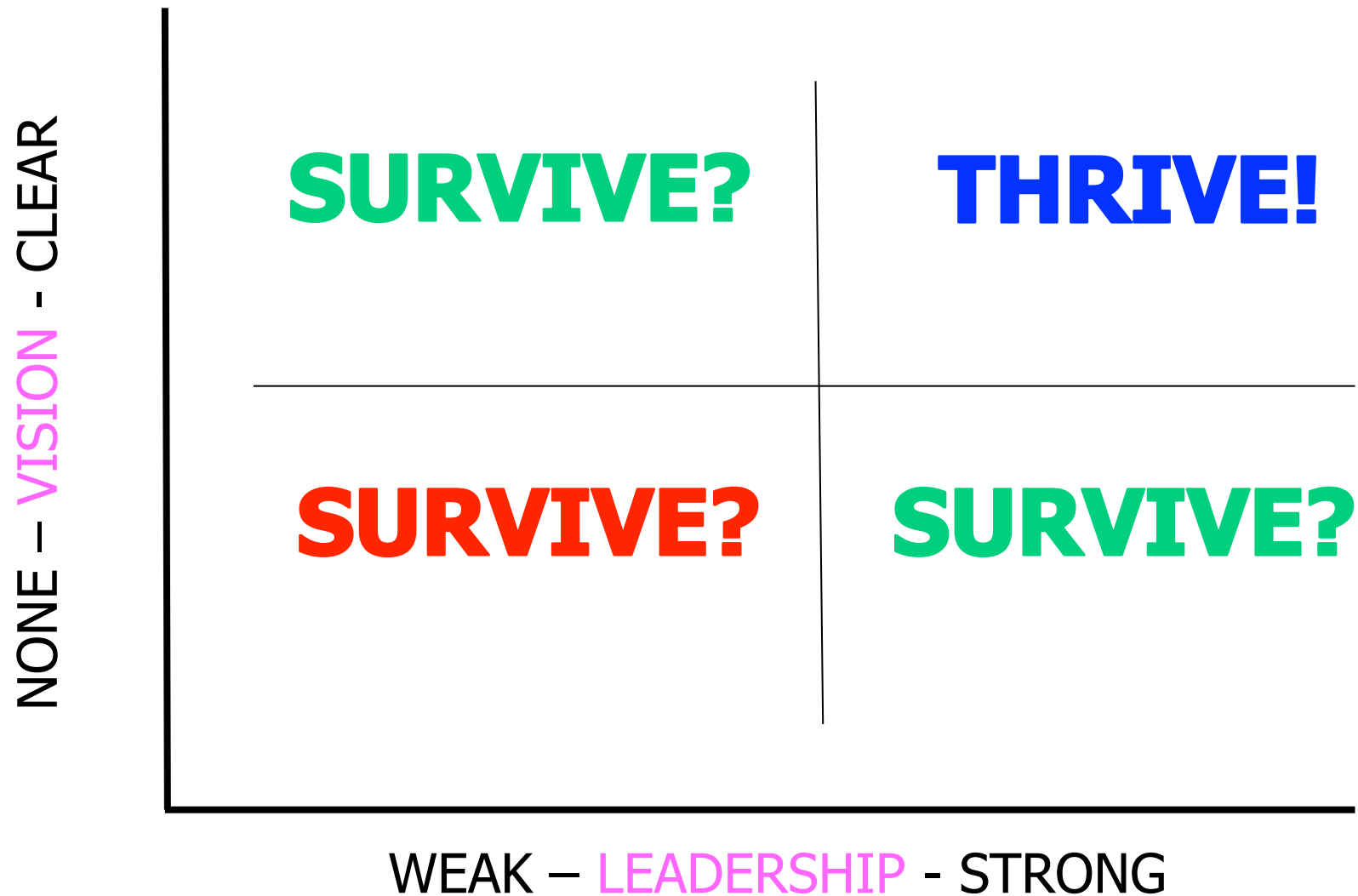
OBJECTIVES

Actions



Designated Leader	Self-Empowered Leader
1. Find out the vision, mission & goals for your business.	1. Find out the vision, mission & goals for ITSM?
2. Think about how ITSM can support & enable the business.	2. If it makes sense, socialize it.
3. Assemble a small team to develop vision, mission & objectives for ITSM.	3. If it doesn't make sense, or is absent, discuss with your peers.
4. Inform anyone who would benefit from knowing (IT staff, users & suppliers)	4. If there's consensus then look for the opportunity to revise. If not, think again about #3!
5. Never stop.	5. Once it's clear, socialize it.
	6. Never stop.

Vision & Leadership



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Capabilities For Leading In ITSM



Understanding Power



*"Being powerful is like being a lady.
If you have to tell people you are, you aren't."*



Caring For Others



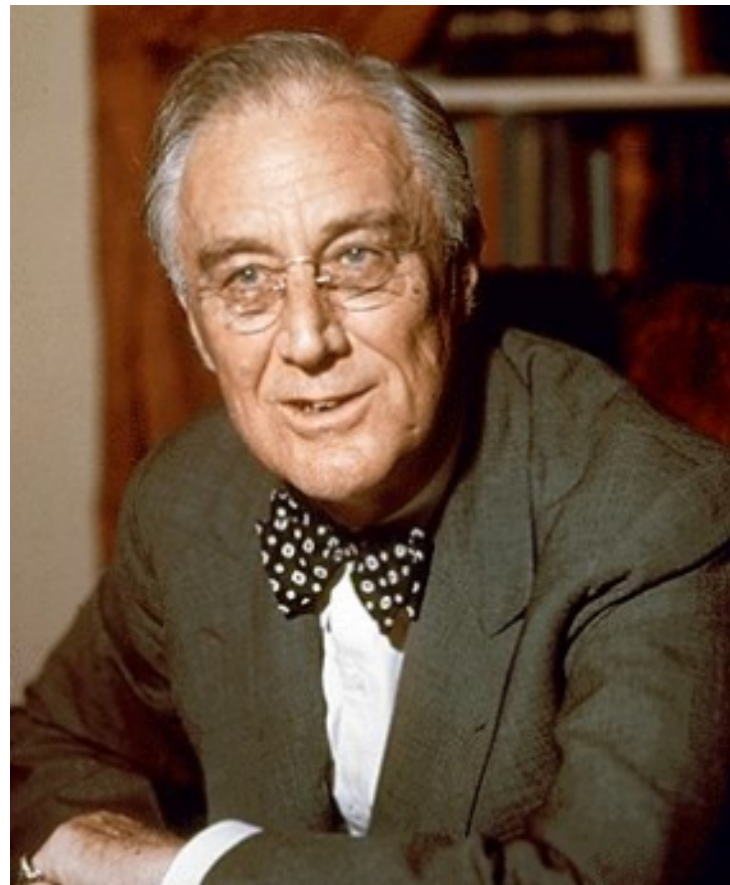
*"The miracle is not that we do this work,
but that we are happy to do it."*



Empowering Your People



"The only thing we have to fear is fear itself."



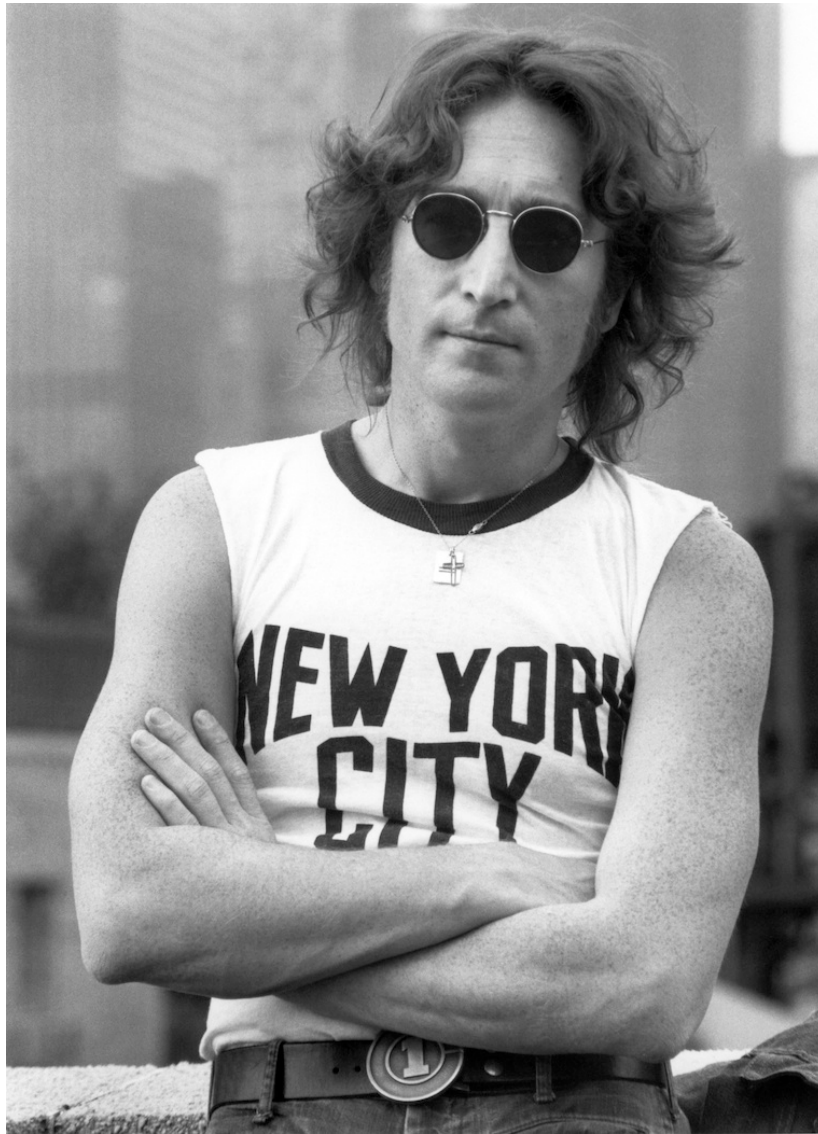
POWER in ITSM



1. Power comes from access to resources. You are Empowered when you've been given:
 - Knowledge
 - Skills
 - Tools
 - A budget
 - Time
 - People
2. You are showing Leadership when you Empower your co-workers.

"Organization charts and fancy titles count for next to nothing."
- Gen. Colin Powell

Communication



*"You may say
I'm a dreamer,
but I'm not
the only one."*

*I hope some day
you'll join us,
and the world
will be as one."*

COMMUNICATING in ITSM



1. Explain the benefits of a process, activity or policy & keep re-explaining.
2. Talk with co-workers about how what we're doing supports the vision & goals.
3. If you share knowledge you will be respected as trustworthy, helpful and confident; and you will be judged on what you say as well as what you do.
4. I know "speaking up" can be daunting, but just do it!

*"Only two things are more difficult than making a speech:
climbing a wall leaning towards you,
and kissing a girl leaning away from you."*

- Winston S. Churchill

Actions



Designated Leader	Self-Empowered Leader
1. Make sure when you delegate you're being reasonable in your expectations. A stretch challenge is OK for rising stars – as long as you regularly check-in and offer support.	1. Where you see a co-worker struggling, offer up resources at your disposal after making sure they're still on-track with relevant activities that support the right objectives.
2. Go down the list of knowledge, skills, tools, funds, time, assistance to make sure your team have the resources they need to accomplish their objectives.	2. Don't hold back from asking for the resources you need.
3. Break projects into smaller achievable segments – short-term wins.	
4. Make yourself available for advice and adjustments.	
5. Expect changes.	

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Ensuring Relevance



*However beautiful the strategy,
you should occasionally look at the results.*



RELEVANCE In ITSM



1. Seek out information about current business objectives (where will you get this information from?)
2. Relate ITSM activities to business objectives (can ITSM metrics be linked to business metrics?)
3. Prioritize on the most valuable ITSM outcomes (understand which activities really NEED to be done as opposed to what CAN be done.)

CULTURE



- Culture is all about values & behavior.
- Don't obsess over "right" or "wrong" culture.
- Understand what you're working with:
 - Respect for rules v innovation
 - Internal focus v external focus
- If you really think culture is getting in the way and want to change it - then you must realize you're taking on a major project!

Staying With Your Values



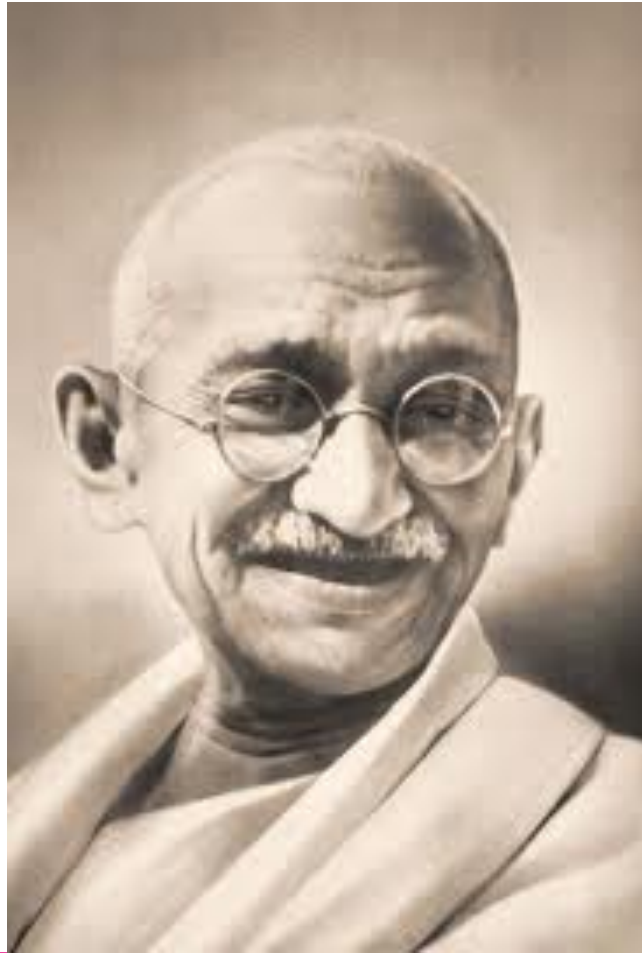
*"Here are the values that I stand for:
honesty, equality, kindness, compassion, treating
people the way you want to be treated
and helping those in need."*



Doing What's Right



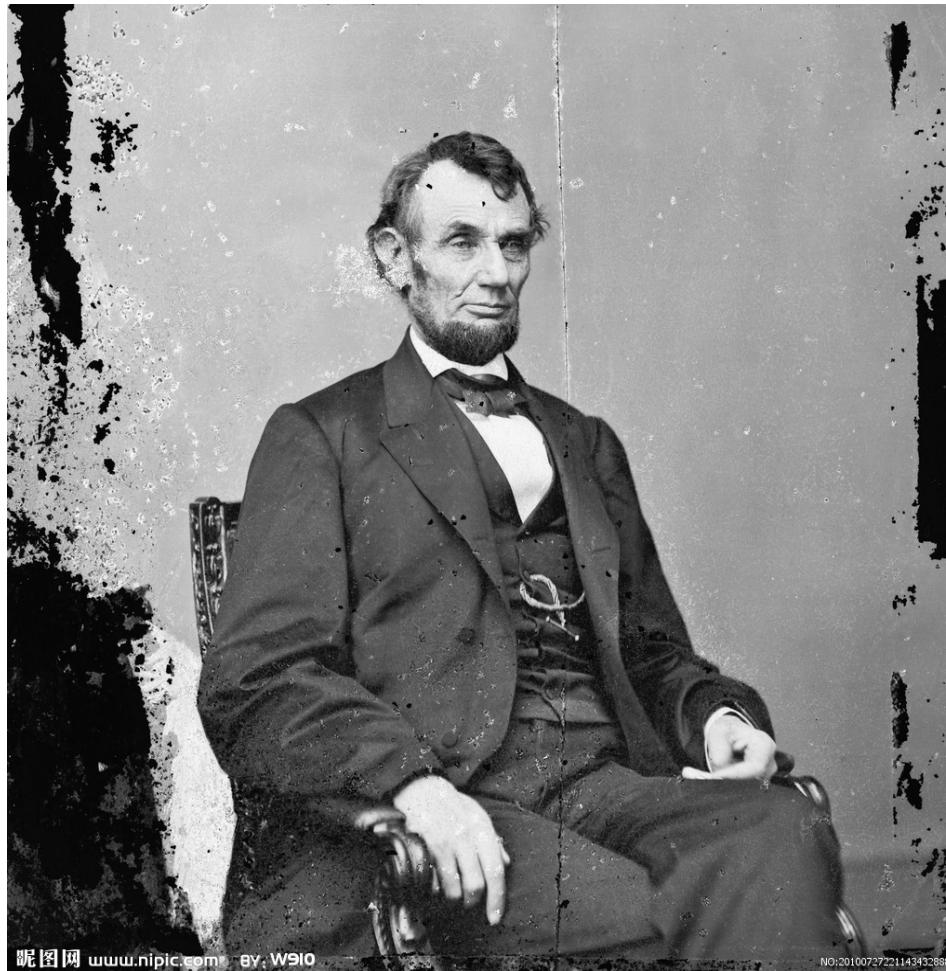
*"Even if you are a minority of one,
the truth is the truth."*



Behaving With Integrity



*"You cannot escape the responsibility of tomorrow
by evading it today."*



AUTHENTICITY in ITSM



1. Not much CAN be taught here other than
2. If you are authentic:
 - You will be respected.
 - You will be recognized as a trusted leader.
 - You will have a greater opportunity to be successful.
2. Do not let process, or policies, get in the way of doing what's right.
3. Understand your corporate/departmental culture and work with it.

Anyone Can Influence & Help Co-Workers



People will respect you as a leader as long as:

- You know what you're talking about and understand all the key issues.
- You have a reputation for honesty & integrity.
- You can communicate effectively.
- Your advice and help is relevant and positive.

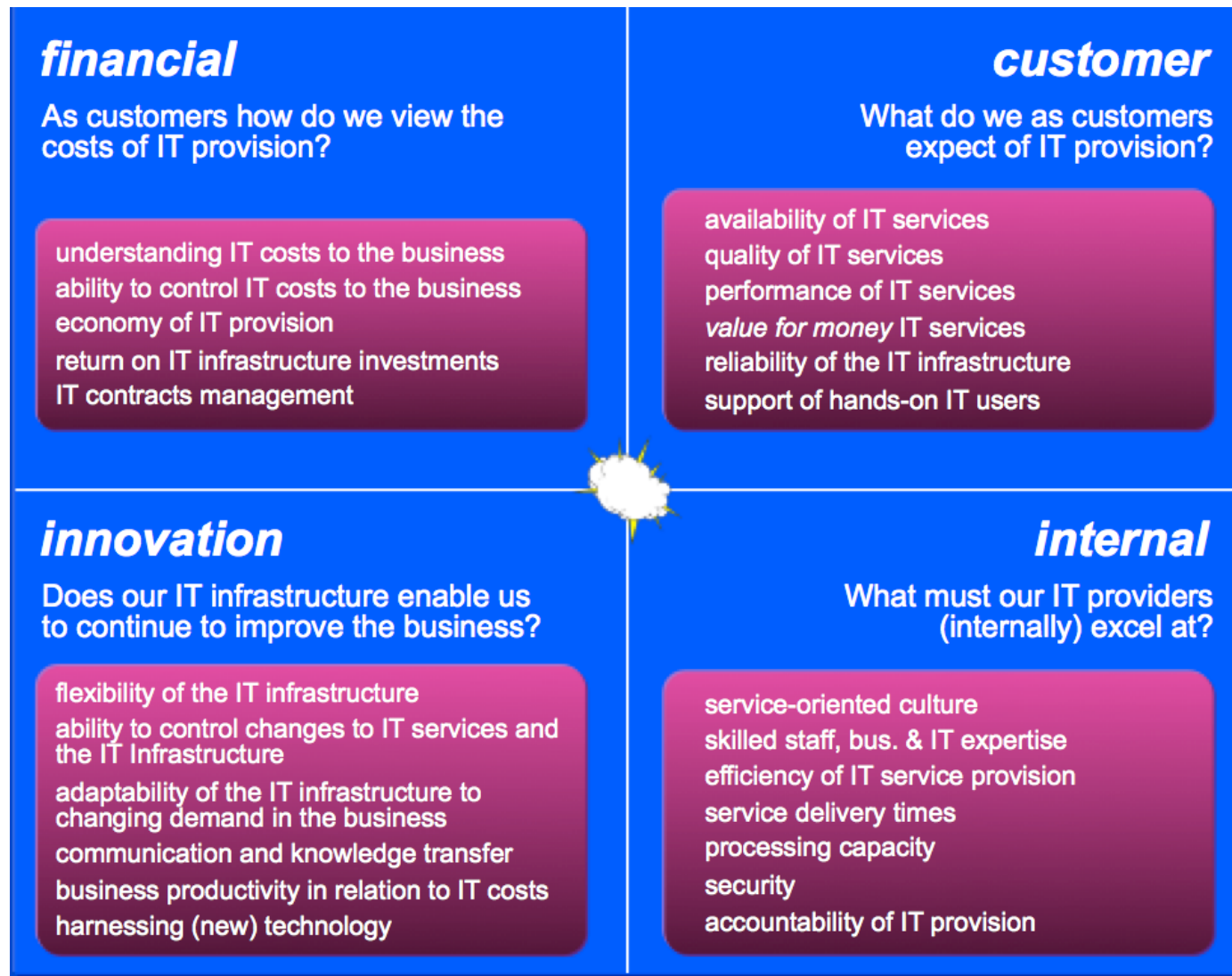
Note: none of the above is dependent upon
you being in a position of authority!

Risks & Opportunities



1. Identify the risks and weigh them against the value of a successful outcome.
2. The vision and objectives should provide a guide to whether a new initiative is worth the risk.
3. Talk about the risks and rewards frequently, so that team members can focus on the results – the reason we're here!
4. Team talks and informal discussions are valuable sources of identifying continual improvement opportunities.

Balanced Scorecard For ITSM



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Examples Of ITSM Leadership



There are many ITSM leadership success stories!

- Mark Moran at John Deere
- Cory Shouse at AmerisourceBergen
- Stephen Wrenn at Johnson & Johnson
- Anthony Krasinski at Erie Insurance
- Tanya Gullison at Manulife Financial
- Dana Swanstrom at EMC
- Preston Abadie at Quicken Loans
- Cathy Kirch at Allstate
- Rob England the “IT Skeptic”

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When You Return To Work (1)

1. Understand your business - the true vision, strategy and objectives of your organization.
2. Understand your team objectives, culture & approach:
 - Don't be afraid to question them.
 - Listen to what others say and think.
3. Think about the leaders around you (at work, at home or in your other social circles):
 - Which ones do you consider to be good leaders. Why? What positive leadership qualities do they demonstrate?
 - Which ones do you consider to be poor leaders. Why?
4. Review your own leadership abilities:
 - Identify your strengths and how you can use them more
 - Identify your weaknesses and how you can improve them.

When You Return To Work (2)



5. Assess your relationships with others:
 - Who are the key people you need to work with?
 - How can you improve those relationships?
6. Make decisions; figure out how to do it - and do it!
7. Read books on Leadership
 - Think about how you can adapt what you learn to work within your ITSM organization.
8. Share your new knowledge and experiences.

My Personal Action Plan



1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

Successful Leaders



“Leadership is all about getting the most out of people. It’s about creating a sense of purpose and conditions of trust while displaying moral and physical courage.”



- Gen. Colin Powell

Questions?



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