

CONTENTS

Introduction.....	12
How to use this book.....	12
Chapter 1: Direct, plan and improve key concepts	15
Direction.....	15
Planning.....	16
Improvement	18
Operating model.....	19
Methods.....	20
Risks.....	20
Controls.....	20
Scope of control	21
Vision and mission.....	23
Strategy, tactics and operations.....	24
Governance, compliance and management.....	26
Policies, controls and guidelines	29
Value, outcomes, costs and risks.....	31
Chapter 2: DPI scope, key principles and methods.....	33
Cascading objectives.....	33
Cascading requirements	35
Decision-making	36
Defining effective policies, controls and guidelines	38
Chapter 3: The role of governance, risk and compliance	41
Risks and controls	41
Risk and direction.....	42
Risk and improvement	47
DPI and governance	47
Governance structures	48
Governance of the service provider	49
Placing decision-making at the right level	50

Contents

Ensuring controls are sufficient but not excessive	50
Chapter 4: Focus on improvement.....	52
Creating a continual improvement culture	52
Continual improvement of the service value chain and practices.....	54
Continual improvement in organisations	55
The continual improvement model	56
Assessments	66
Building a business case.....	86
Improvement reviews.....	90
Analysis of lessons learned	91
Embedding an improvement culture	94
Chapter 5: Focus on organisational change management.....	95
The nature of OCM	95
OCM and DPI.....	99
The purpose of OCM.....	101
OCM key terms and concepts	102
Emotional, social and system intelligence	104
Values-based organisational change	106
Organisational change principles	108
The scope of OCM	110
OCM practice success factors	115
Key metrics	119
OCM and communication	122
Stakeholder identification and management	122
Stakeholder communication.....	125
Communication is a two-way process.....	127
The message is the medium	129
Communication methods and media	129
Defining and establishing feedback channels	132
OCM throughout the service value chain.....	133
Interfaces across the value chain	133

Contents

Chapter 6: DPI, measurement and reporting	136
Measurement and reporting basics	137
Reasons for measuring	139
Types of measurements	142
Measurement and behaviour	145
Measurement cascades and hierarchies	145
Success factors and KPIs	154
SMART	155
Chapter 7: DPI, value streams and practices	158
Value streams and processes in the Service Value System	158
Value streams and practices	160
Value streams and processes	162
Measurement and the four dimensions	163
Ensuring and using feedback	170
Value stream mapping	171
Workflow optimisation	177
Considerations for efficient design	178
Theory of constraints	180
Kanban	181
Chapter 8: Exam preparation	183
Appendix: Banksbest case study	186
Company overview	186
Company structure	187
Future plans	188
IT services	188
IT department	189
IT service management	190
Sample employee biographies	190
Further reading	192