



From Spaghetti to DNA

A Holistic Approach to Process Definition and Documentation

Everything you see I owe to spaghetti.

- Sophia Loren



Objectives of this Presentation

- Review typical problems in ITSM process design and documentation
- Propose an approach that addresses these problems
- Provide feedback from a practical example

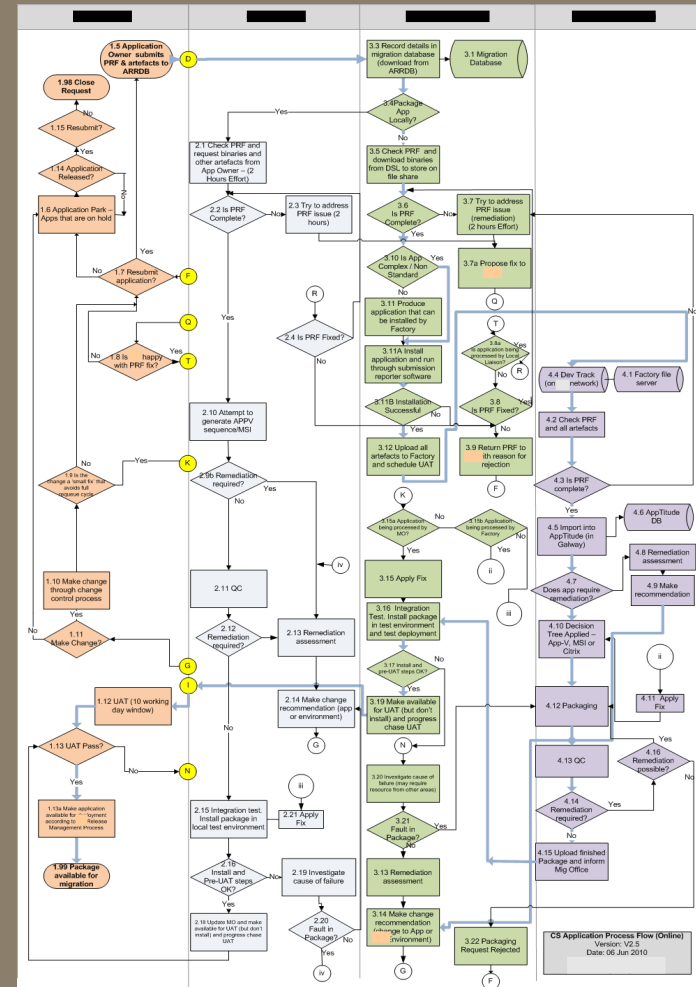


Are your processes too theoretical?

- Objectives not clear
- Not related to daily work



Are your processes over-engineered?



- Impossible to remember all details
- Not consulted during work
- Exceptions not managed
- Large investment – little payback

No man is lonely who eats spaghetti. It takes too much attention - Christopher Morley



ITSM processes integrated with other IT processes?

- Common question
- Needs more than just mapping
- Most processes can be derived from ITIL and CMMI

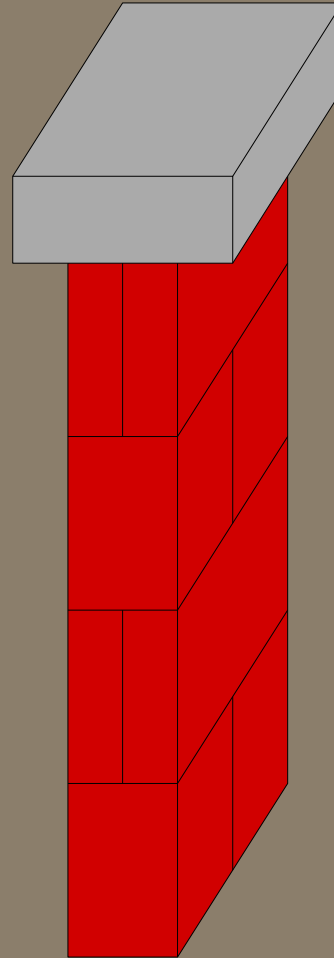




Are service delivery & management integrated?

Deliver Services

- Tools to manage technology
- Daily administration



Manage Services

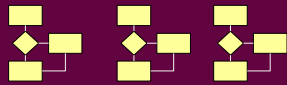
- Tools to manage processes
- Exception handling



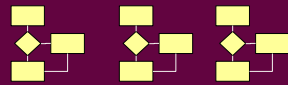
1: Define Process Architecture

Mgmt

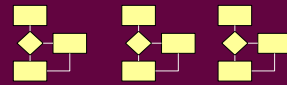
Strategy



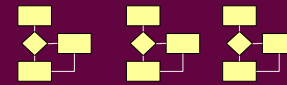
Architecture



Risk

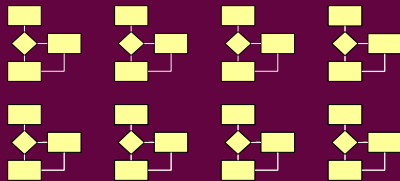


Quality

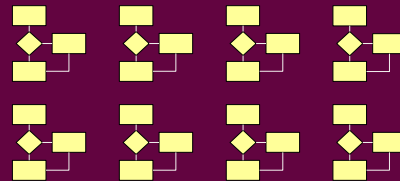


Delivery

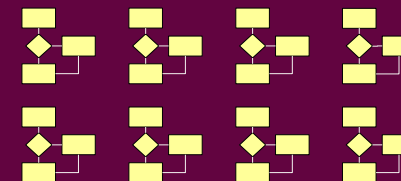
Solution Design



Solution Transition

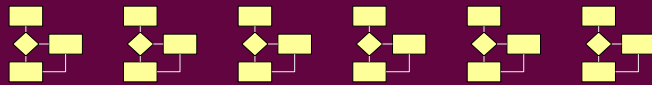


Solution Operation

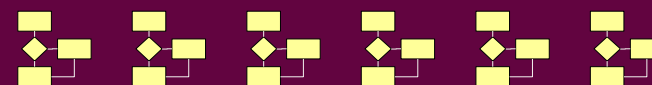


Support

Human Resources

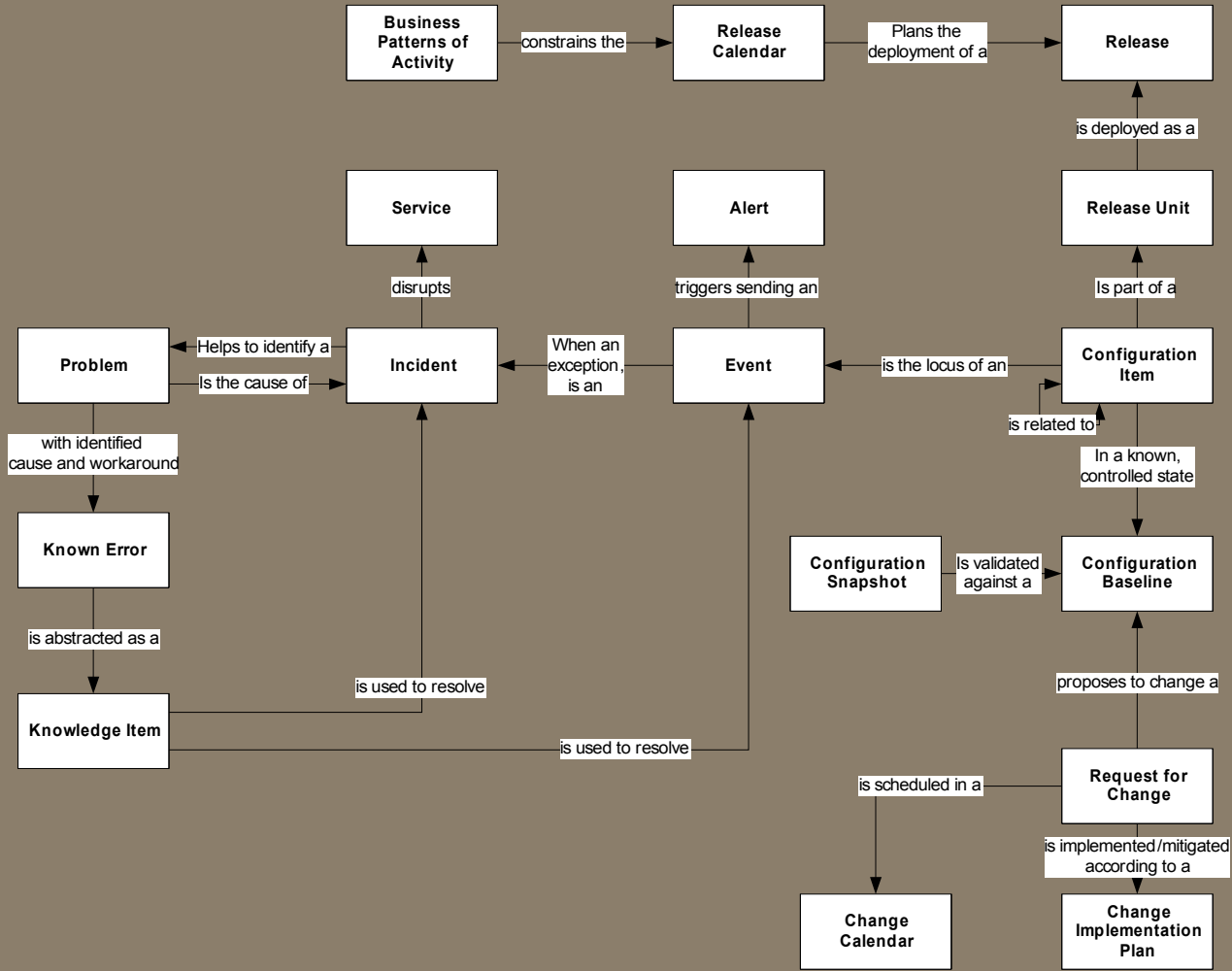


Purchasing



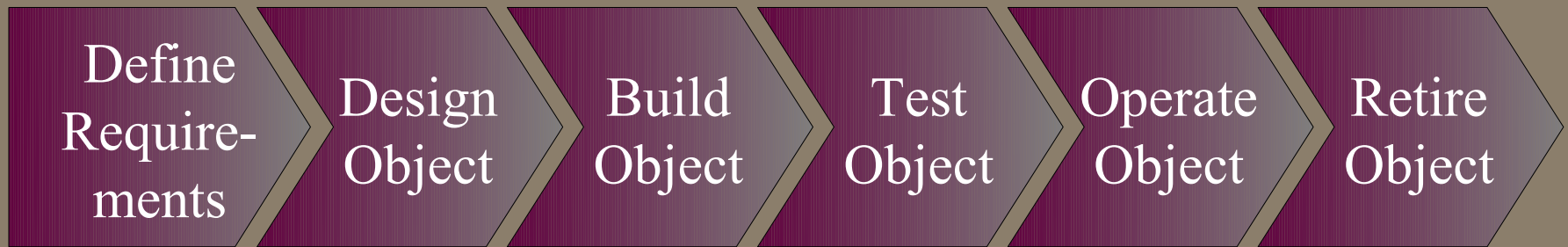


2: Identify managed objects



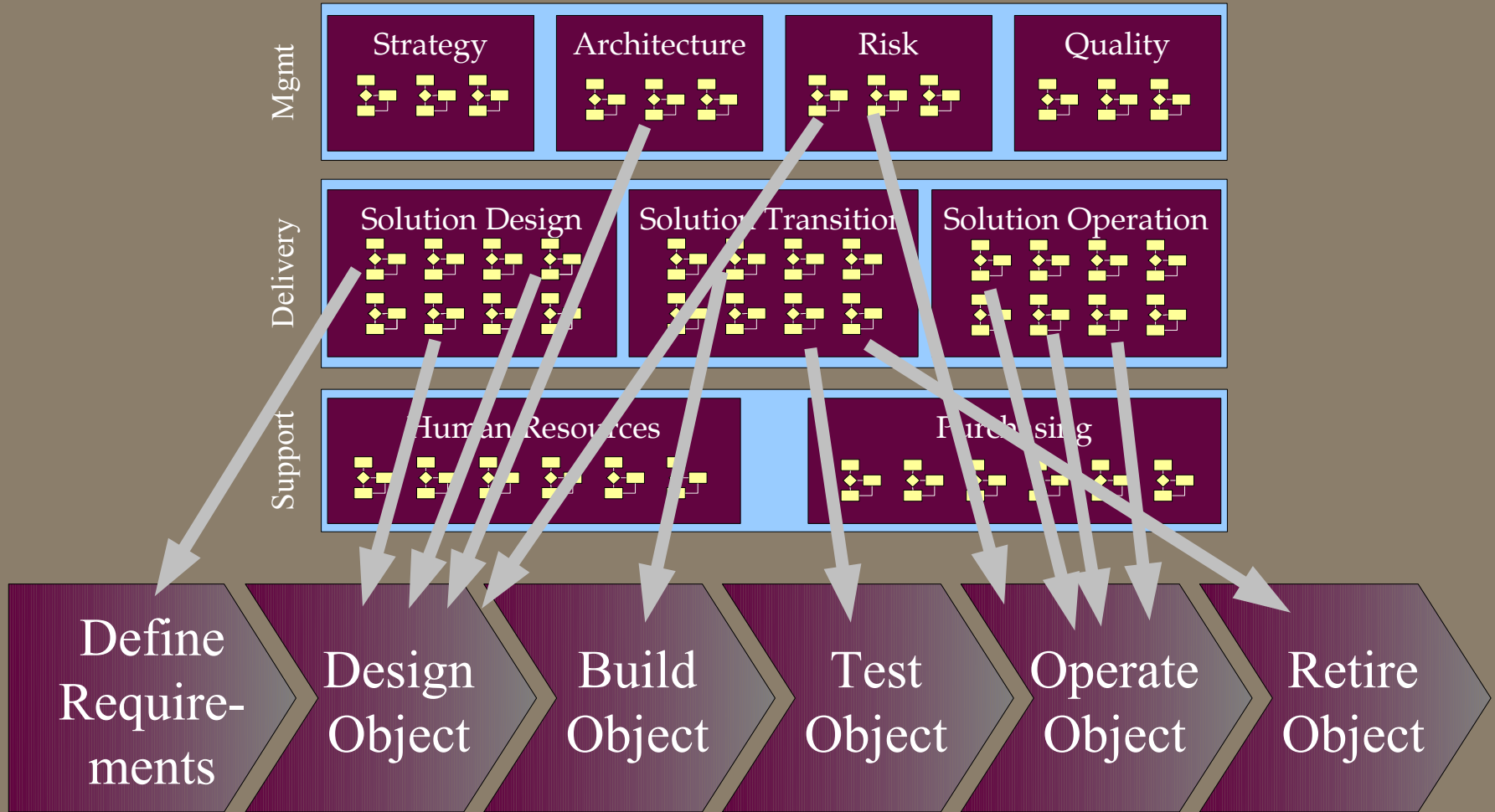


3: Identify object lifecycles



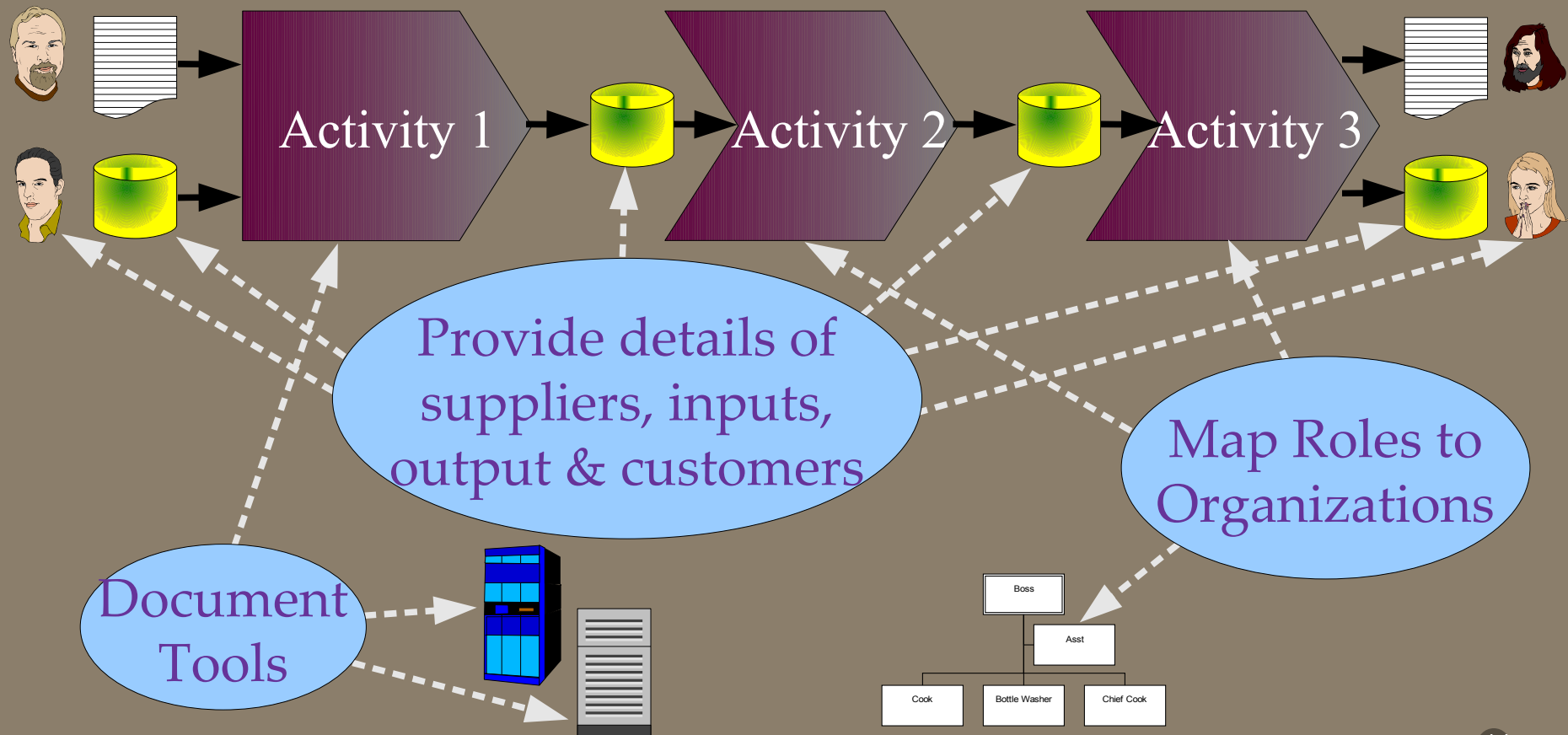


4: Map Processes to Phases





5: Tune the process to the subject matter

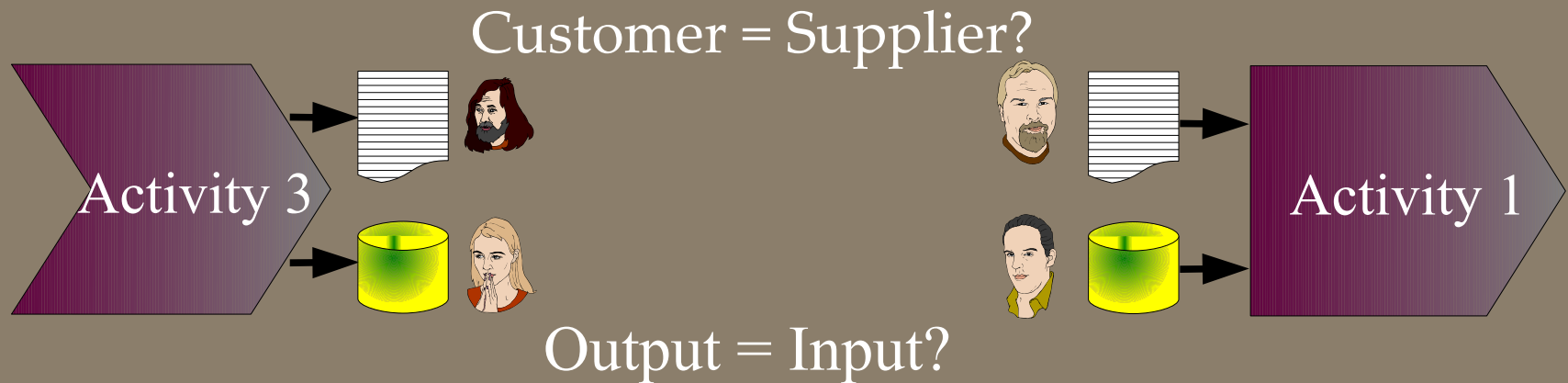




6: Check Process Coherency

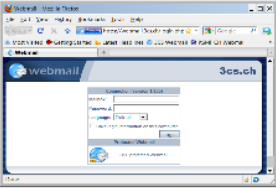
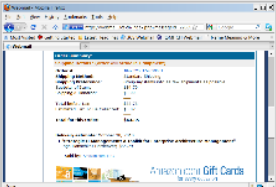
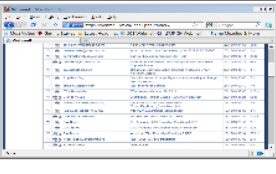
Upstream
Process

Downstream
Process





7: Add Detail to Activities

System XYZ Work Instructions		
Step	Description	Details
1	Log In to application x	
2	Menu Tools->Options->Go for it	
3	Enter yxcv and ljjd l the fields	

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Issue: What does “end to end” mean?

- Many users think “end to end process” means one, very long, process flow, resulting in unmanageable spaghetti
- We interpret “end to end” to mean that the ends of the modular processes are coherent with each other










Issue: Who owns what?

- Who owns the data?
- Who owns the processes?
- Who owns the systems?



Issue: Top-down vs. bottom-up

	Top-Down	Bottom-Up	
	Easier to apply process frameworks	Closer to the reality of daily work	
	Required for overall process coherence	Tends to get lost in the details	
	Too theoretical to validate easily	Better buy-in from personnel	



Issue: Maintaining the result

- Modularity simplifies maintenance
- More detail means more maintenance
- No maintenance means you are wasting your time
- Using simple, common documentation tools means anyone can maintain the documentation



Thank you!