

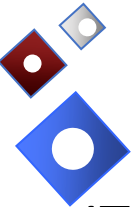


POSITIVELY IMPACTING BUSINESS THROUGH TRAINING

Making Quality Metrics Actionable for Bottom Line Impact

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Constant Change

IT has changed dramatically over the past few years. Not too long ago, Information Technology departments were cost centers and its functions were limited to:

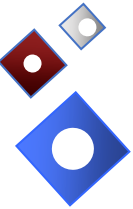
- *Capturing information*
- *Reporting information*
- *Administrative and desktop support*

Nowadays, IT stands for “innovation technology” because it has become a strategic differentiator for businesses.

• <https://www.lanetix.com/innovation-technology-as-a-key-differentiator/>



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Take a Strategic Approach



Differentiation
Strategic Management

- **Measure the actual success – not just the mechanics of the success***
- Based on organizational goals
- Must be identified/defined by the business
- Be clear about what matters most

****Don't settle for "easy to measure"***



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The High Level Approach

- Be clear about the results that the business wants to achieve (they define the bottom line)
- Know the business results aspects of IT services
- Understand what isn't working today – where there is room for improvement
- Learn what is working today – what do they like?
- Identify ways IT can make a positive difference
- Measure the results and identify the next steps (actions)
- Decide whether a report is the best way to show results.

Learn What the Business is Asking



Does IT support the achievement of business objectives?



Did this latest release result in higher productivity for employees/the business?



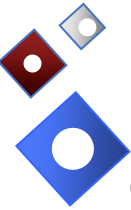
Can we perform business tasks quickly with IT services?



Are we providing necessary resources for employees to do their jobs easily (resulting in higher employee engagement)?



If we need to have support, can we get back to work quickly?



Show Business Value

Can you:

- Site specific business tasks that your team facilitates completing?
- Quantify the amount of time your team has helped the business save?
- Measure productivity gains facilitated by your team or project?
- Show cost savings or an increase in profits or customer retention?

Work with business partners to identify the metrics or information that quantifies each of these.



Reverse the Normal Approach

Questions

What do you your stakeholders want to know or accomplish?
What works well today?
What critical services do you provide and how does it impact business?
Ask! Understand what information is needed.

Review

- What reports do you have today that answer the questions?
- Which reports/metrics measure efficiency? effectiveness? Improvement? Results?
- What metrics can you use to “tell the story” or answer the questions?
- Is there another way to show results (e.g. comments)?

Answer

- What can we answer today?
- What do we need to change?
- How are we performing? Where do we excel? What can we improve?
- What are we showing the business? I.T.? Our team?



Types of Metrics

Efficiency	Quality	Value
<ul style="list-style-type: none"> • Network speed • First contact resolution (FCR) • IT hours spent on projects • Time to resolution • Accuracy • On time, on budget • Transactions per second • Defect removal • Correct routing • Automation • Appropriate prioritization • Maximum duration of outage • Number of Core system outages • Reliability • Mean time to repair 	<ul style="list-style-type: none"> • Establish and measure against Baseline • Benchmarking • Accuracy • System Performance Monitoring • Incident Monitoring • Knowledge Monitoring • Quality Index • Core System Availability • Coaching • Alignment with goals • Proper sense of urgency • Customer Service Skills • SLA/OLA compliance • Service Review meetings and improvement plans 	<ul style="list-style-type: none"> • Customer Satisfaction • Saved time • Productivity increase • Business process improvement • Lowered cost • First to market • Easier to do business • WIIFM (What's in it for me?) • Accuracy • Trending <ul style="list-style-type: none"> • Top types • Priority • Cost • Per contact • Of project • Mean time to value* <p>*David Halperin</p>



Defining Business Value



Ask your customers...

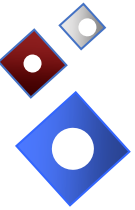
- What do you expect when...?
- How can we make your job easier?
- How do our services currently save you time?
- Where could we help you to gain time?
- What is efficient/inefficient?
- What business results are needed in your division?
- If we could change one thing that would have a large impact on ____, what would it be?

Measuring Success vs Mechanics

Don't just use easy to measure metrics



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Knowledge Management

Common Metrics for Knowledge Management

- Articles viewed
- Articles linked
- Volume of articles
- Archived articles

In other words, support is using knowledge.

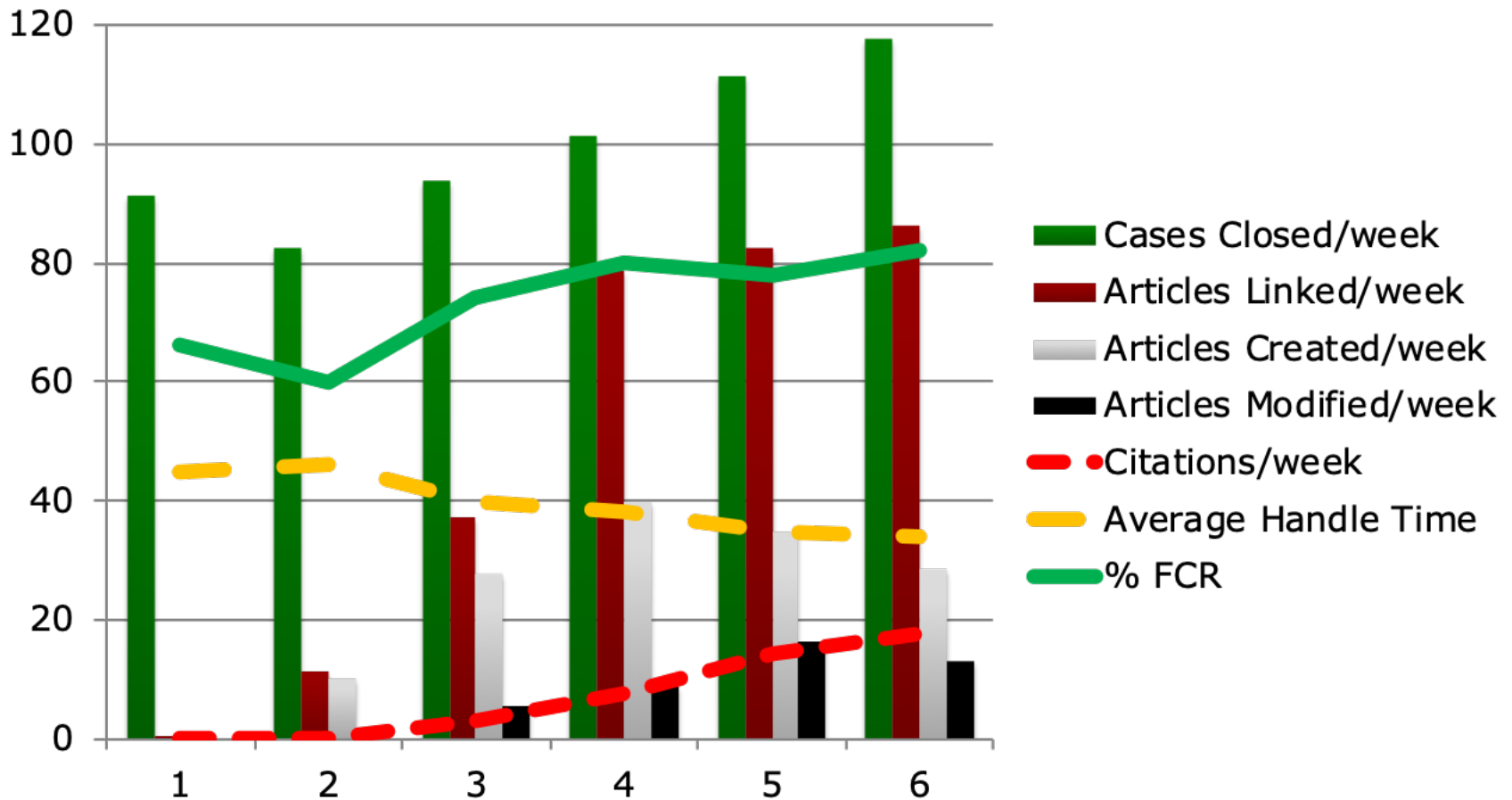
FOR INTERNAL
USE ONLY

Knowledge Management

What does the business want to know about Knowledge Management?

- Are we getting customers back to work sooner?
- Are customers happier (is the experience better)?
- Can everyone answer customer's questions (consistency and knowledge - are new employees proficient sooner)?
- Is first level resolving more?
- Are we freeing up time for subject matter experts and if so, what are they accomplishing (for the business)?

Individual Scorecard



Source: HDI KCS Course

Project Management

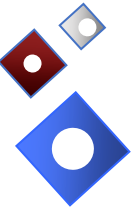
Common Metrics for Project Management



**FOR INTERNAL
USE ONLY**

- On time
- On budget
- Status
- Cost

In other words, we ran the project well.



Project Management

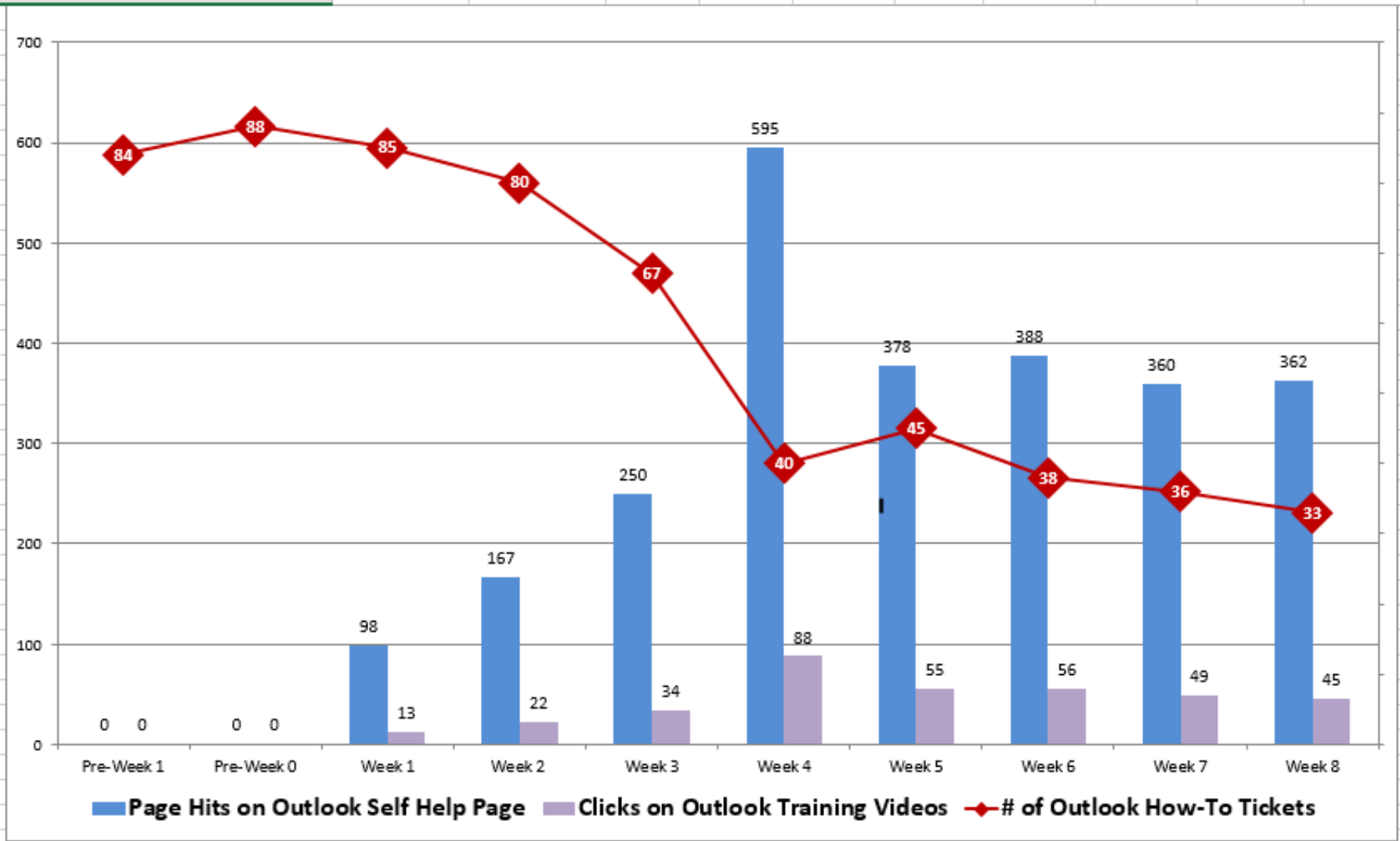
What does the business want to know about Project Management?

- What's in it for me (WIIFM)?
 - Did it make my job easier?
 - Can I do it on my own or do I need to call support?
 - Am I able to work faster? Smarter? More accurately?
- Did the project accomplish what it said it would?
- Did the project break something else?



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Self Help Savings



Self Help Savings

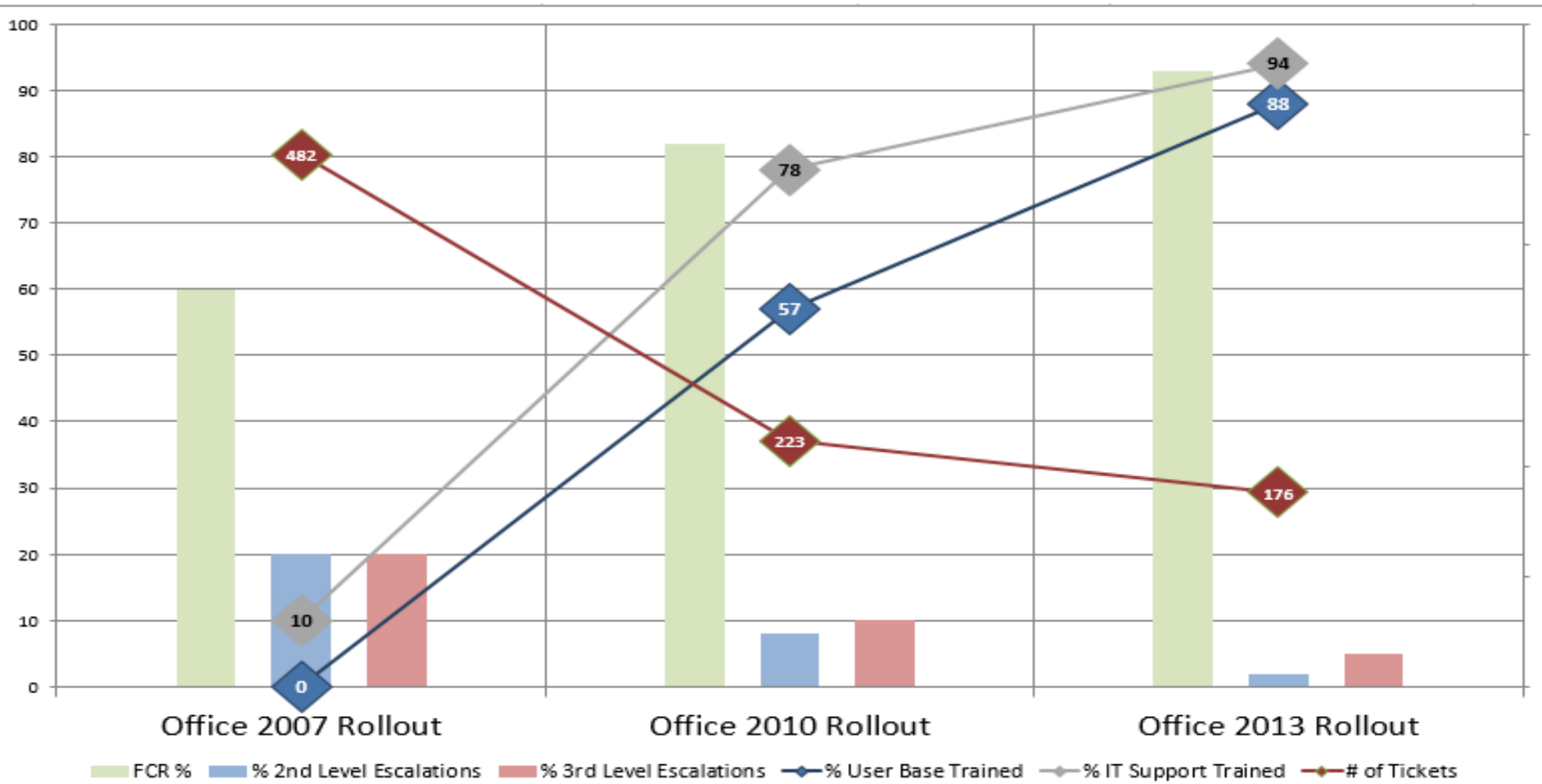
What does the business want to know about self help?



- Is there self-help in areas that we need?
- Is it easy to find? Easy to understand?
- Is it easy to use?
- Did we avoid stopping work to call for assistance?
- Did it help me to do my job well?
- Are we more productive?
- Do we use it?

Share comments, show reduction in calls, etc.

Benefits of Training Before a Rollout



Training Results



What does the business want to know about the training?

- Was it useful?
- Was it easy to understand?
- Was I able to do my job as a result?
- Did it make my job easier?

Balanced Scorecard

Customer Satisfaction

- Overall satisfaction of IT Services
- Easier to complete job tasks as a result of an IT project or improvements
- Results achieved from new or changed service
- IT makes job easier, not harder
- Service received when needing support from IT
- Sufficient communication and expectation setting

Business Value

- Active projects linked to business initiatives
- Cost or time savings realized
- Improved business processes (easier, less time, fewer resources needed, automation)
- Projects delivering expected business results/benefits

Operational Excellence

- Mean time to restore services
- Success of user training
- % of Security incidents
- Incidents related to releases
- Reliability of services
- Security incidents prevented
- Service quality and responsiveness

Innovation/Future Growth


- New technology capabilities introduced
- Automation of routine requests/business processes
- Increased number of new ideas
- Revenue or results from new products or services

Scorecard Metrics

Objective	Measures
Customer Satisfaction	Business Unit survey ratings Service quality and responsiveness Contribution to business objectives
Development services performed	Major project success scores Goal attainment Sponsor satisfaction
Operational services performed	Service level compliance Mean time to restore service during major incidents Time to productivity

Source: Taylor & Francis Group

For More content on Score cards, watch for blog post on <https://itsm.tools/> in two weeks.

A dark blue, irregularly shaped graphic with a splatter effect, containing white text. The graphic is centered on a white background and has a rough, hand-painted appearance. The text is centered within the graphic and reads "Focus on the Results and Actions".

Focus on the
Results and
Actions

Example: Making Metrics Actionable

Assess	Where to focus
<p>How much time does it take?</p> <p>(Kaizen, Assessments, Interviews, Trends, reports, etc.)</p>	<ul style="list-style-type: none">• Measure work effort• Steps, clicks, processing time• Efficiency of business process/task• Gap from goal
<p>How did the project or release impact business?</p> <p>(Measure against project goals or historical information like incidents, work around use, etc.. Gather customer comments)</p>	<ul style="list-style-type: none">• Did it generate calls to the service desk?• Did people know how to use the service?• Did it reduce incidents or generate new types?• Customer/Business feedback.
<p>Is our infrastructure supporting our business and can it support new business initiatives?</p>	<ul style="list-style-type: none">• Are we exceeding thresholds?• Is processing time meeting or exceeding expectations?• Is the business meeting productivity goals?

Communication Vehicles

Ways to gather needed information as well as deliver results and actions (beyond the survey):



- Voice of the Customer
- Business-oriented reports
- Service Review Meetings
- Business Meetings
- Onsite visits
- Interviews
- Project Update meetings and Pilots/Command Centers
- Customer comments (any and all – formalize documenting them)

Summary



- The starting point is understanding business expectations and objectives
- Let the business define quality and success
- Measure what they want to know and always tie it back to the objectives
- Learn the value of your services to the business and quantify that value
- Communicate beyond the report
- Communicate actions taken and the results of those actions

Summary



- Identify improvement actions needed (and communicate this to the business – drive continual improvement)
- Remember that reports that measure the mechanics stay within IT
- Document, document, document!
 - Lessons learned
 - Improvement initiatives
 - Comments, examples, successes
 - Survey results
 - Reports
- Ask, plan, measure, ask, adjust, repeat!

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Questions?

Thank You!

For More content (score card, business-oriented report samples) - watch for blog post on <https://itsm.tools/> in two weeks

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