

IT Service Management Culture

Neil McBride

Information Services Management Lecture

March 2005

Agenda

Why culture is important in a service.
Defining Culture
Assessing Culture
ITIL and Culture

Elements of a Service

The Market Segment: Internal customers, their departments, level of IT use, training and education, choices as to what IT services and where they go for them (note possibility of outsourcing, own IT units and end user computing).

The Service Concept: Core services, extras, benefits, functions it fulfils

The Service Delivery: Frontline service staff, customers, technology, processes.

The Image: Reputation, morale

Culture and Philosophy: Norms, attitudes, values, beliefs. E.g. attitude to quality and innovation

Service Quality and Culture

Quality of service requires an appropriate culture.

Service dimensions:

- Tangibles
- Assurance
- Responsiveness
- Reliability
- Empathy

Service dimensions are culturally influenced and depend on the culture.

We need to understand the organisational and IT service culture in order to provide a good service.

Quality should go beyond structure and process to culture.

Why Culture?

ITIL and BS15000 address standards and processes.

Little, if anything is said about culture.

Processes and methodologies such as PLAN, DO, CHECK, ACT takes place with in a culture.

The culture is the substrate in which the structure and processes are supported.

What is culture?

A pattern of shared basic assumptions

Invented discovered or developed by a given group

As it learns to cope with its problems of external adaptation and internal integration

That has worked well enough to be considered valid

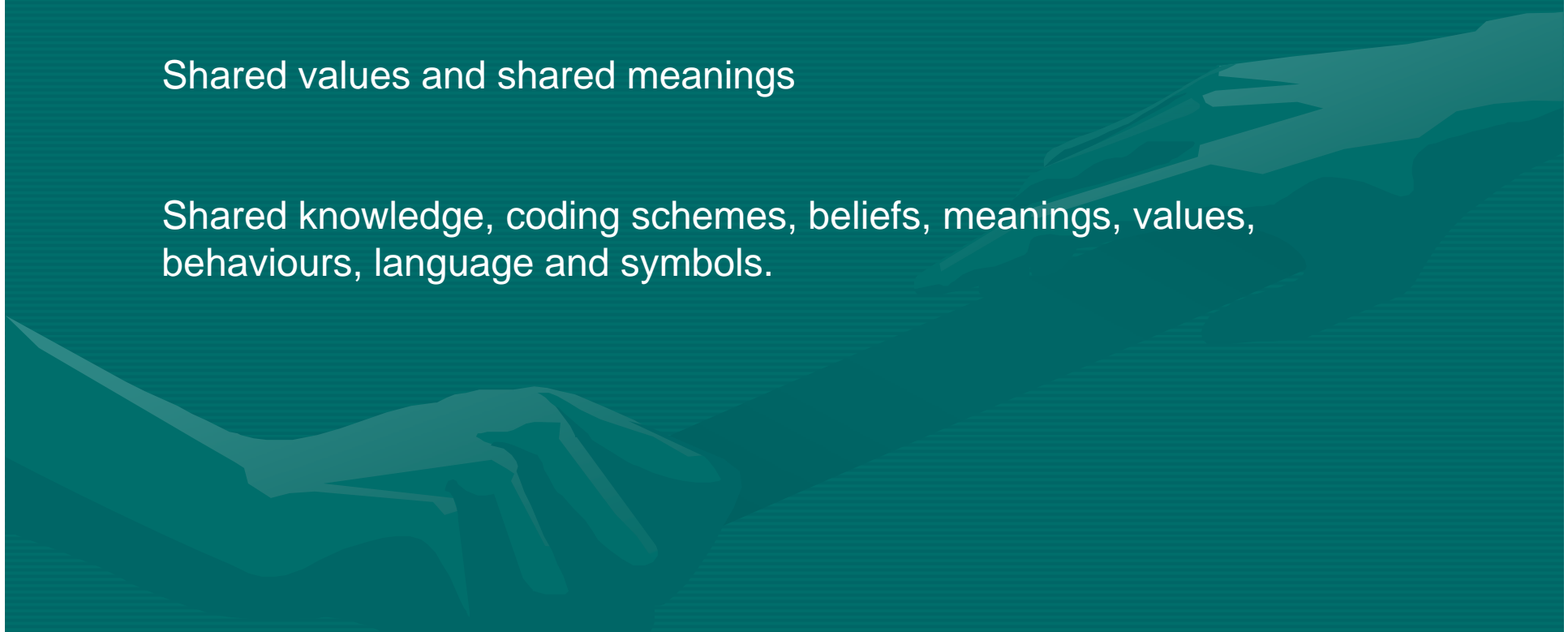
And ought to be taught to new member of the group

As the correct way to perceive, think and feel in relation to those problems.

What is Culture?

Shared values and shared meanings

Shared knowledge, coding schemes, beliefs, meanings, values, behaviours, language and symbols.



Content of Culture

Artefacts

Visible structures, processes

Values

Strategies, goals, priorities

Assumptions

Beliefs, habits, perceptions

What are the most influential?

Culture Characteristics

Holistic

Historically determined

Socially constructed

Difficult to change.

Service Culture

A strong and well-established culture is extremely important for a service company.

Service culture creates good interactive marketing.

Importance of internal marketing

Service Culture Characteristics

Enthusiasm

Interest in customers

Flexibility

Relationship

Anticipation

Connection

Liveliness

Knowledgeability

Messages from Service Culture

Service strategy

Reason for being
Calling
Core belief

Without a vision the people perish

What is your reason for being?

Social Identity

Affiliation to a particular group, individual's knowledge that he belongs to a certain social group which has some emotional and value significance.

Need to belong versus need for autonomy

Makes expectations and interactions more manageable.

Provides instruction and direction

Reduces subjective uncertainty about perceptions, feelings, attitudes and behaviours.

Structures

Hierarchy

HRM Procedures and continuous evaluation

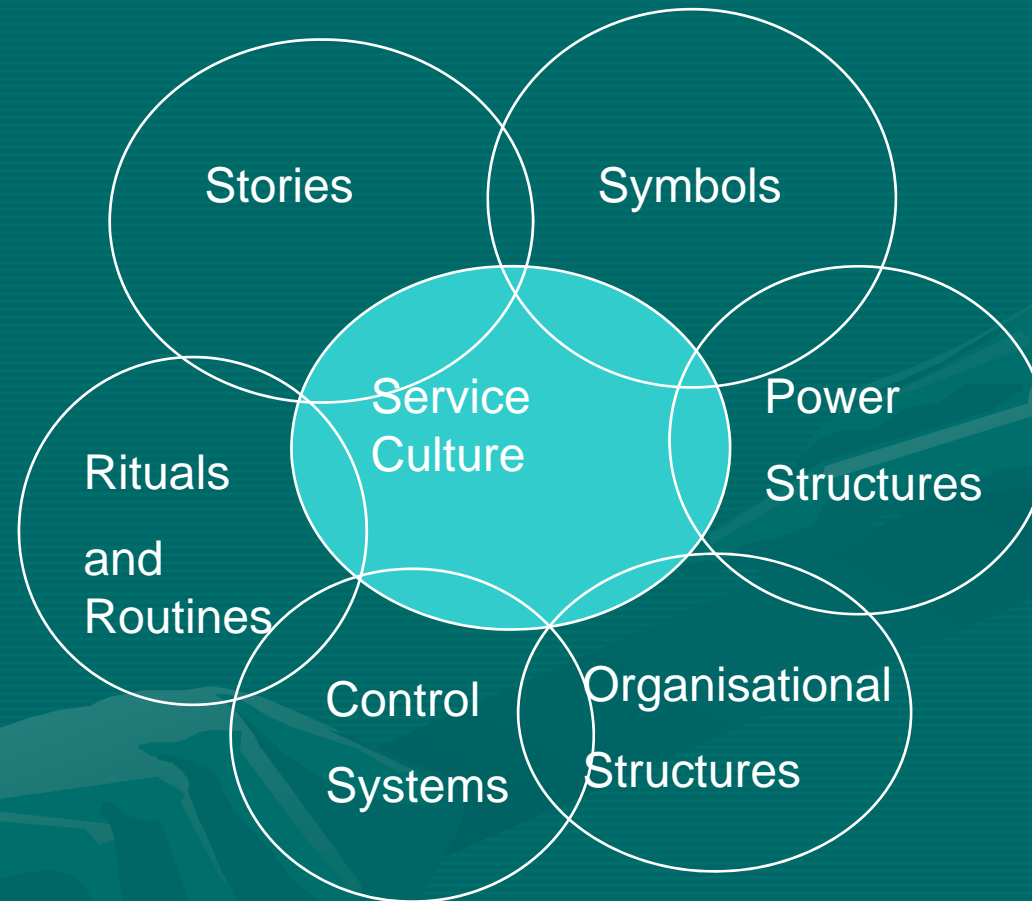
Standardised Work Procedures

Methodologies

Systems

Career Paths

Cultural Web





Requirements for an explicit service culture and service strategy based on core values and core meanings.

Service culture built up by narratives and myth

Storytelling

Storytelling as a central cultural mechanism

- Stock of knowledge
- Sense of community
- Socialisation tool

Storytelling scripts

Actors, plots, interpreting past, setting future expectations

Basis for cultural evolution of customs, beliefs, social forms and language.
Stories of success / failure have a significant effect on service culture and delivery.



With a colleague, swap a story about your organisation.

What does it say about the culture of your organisation?

Culture expressions

The power of identity

Sense-making



Cultural Clashes

Informal Culture versus formal

Mission statement and interpretation of mission statement.

Management control versus resistance of informal networks

Knowledge and Culture

Culture as language, shared coding schemes and knowledge

Knowledge Transfer for culture building

Explicit knowledge.

- IT service knowledge management systems
- Technical CD ROM Towers

Tacit Knowledge

- Fixes, workarounds, diagnostics
- Mentoring
- Informal networks – communities of practice

Culture as Power

Culture affects and is affected by power relations

Power of Meaning

- Importance of ITIL
- Necessity of ITIL

Power of Resources

- Who can release staff.
- Resources for IT Service Catalogues

Power of Process

- Assess to committees
- Control of agenda

Cultural Communities

Communities of Practice

Shared interest

Shared knowledge

Creating new approaches to problem solving.

Communities of Coping

Strong informal workgroup cultures

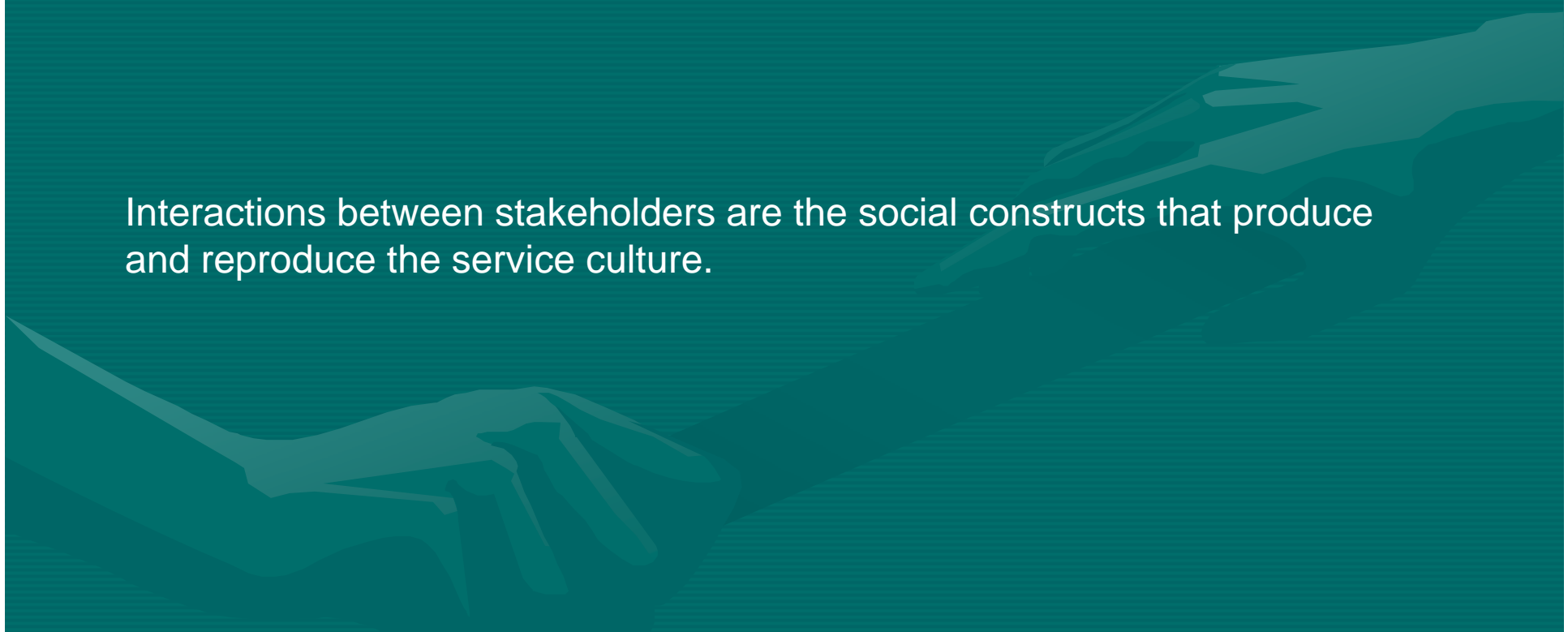
Counteracting low task interdependence in call centres

Coping with pain of irate and abusive customers.

Emotional labour

Stakeholder networks

Interactions between stakeholders are the social constructs that produce and reproduce the service culture.



Assessing Culture

Cultural Mirror:

Stories
Office layout, dress, furniture
Statements
Documents

Hong Kong Customer Service Bureau Customer Service Award Scheme

Customer Service Culture Indicators

Clear departmental strategies on customer service enhancement

Strong leadership in encouraging teamwork and motivating staff to improve service delivery

Staff with high morale and active involvement in improving service quality

Effective communication channel to share information on service enhancement within the department

Use of information technology to promote customer service culture

Provision of training and development opportunities to staff.

Influences on IT Service Culture

Overall organisational culture

IT dress and geographical location

Information Systems – help desk

Procedures and policies – rationing and prioritizing system

Standards

Recruitment

ITIL Culture

Problem oriented

Formalised. Documented, Measurement based, planned and scheduled

Relationships mediated by documentation

Strongly contractual – SLAs, supplier contracts.

View of customer as passive recipient, low task interdependency.

Conforming and homogenous

Treatment oriented

Cultural Circles

ITIL may affect organisational culture.

Organisational culture may inhibit implementation of ITIL or at least alter the form it takes.

itSMF as a force for socialisation.

Is cultural uniformity of IT service departments a good thing?

IT Service Cultural Change?

Customer focussed rather than problem focussed.

Developing profiles of customers

Job and tasks

IT usage

Profile of usage of IT services

Anticipating and proactive.

Prevention oriented

Relationships mediated by face to face discussion.

Informal, spontaneous, story-based.

Economic

Economic utility

Commercial and financial focus

Quality, time and price

Structural and process

Service production processes

Cultural

Ethical and social benefits

Social and human focus

Ideals and trust

Values and meanings

Cultural processes and sense-making



Sense making practice

Talk the Walk - Connecting saying and doing

Every manager an author – writing about principle and policies

Every manager a historian – trial and errors leads to learning leads to interpretation and construction of a single narrative.

Using meetings to build culture and collective identity

Meetings, informal meetings and seminars

Encourage shared experience

IKEA Saga

Story of how IKEA got started.

Cultural Induction – IKEA way seminars

Sensemaking – furniture for a majority of the people

Value creation moral as well as economic.

Cultural Change: A culture of fun?

'building a strong sense of community and counterbalancing stress of hard work'.

Bull Information Systems

Partnership, respect, ownership, fun innovation and trust (PROFIT)

DIY Hypermarket

Insufficient enthusiasm for fun at work not to be tolerated
Fancy dress, singing to customers, throwing wet sponges
Quirky irreverent communications
Fun becomes too much like hard work!

BS 15000 Customer Orientation

The service provider should ensure that

Customer profiles are build up which define job responsibilities, IT usage and IT service usage patterns of customers

Customer profiles are regularly reviewed to identify recurring problems for customer and needs for training, provision of new services and additional supports.

Staff understand the attitudes, way of talking, and strategic goals of customers

Regular reviews of customer service take-up are conducted and adjustments made to increase take-up through publicity and visits or decrease take up though supporting customer training and the development of self sufficiency.

BS15000 Developing communities of practice

Technical and social networks should be implemented / encouraged such that sufficient knowledge sharing occurs.

Office layout should be designed to optimise knowledge sharing.

Regular events should be held to swap technical ideas and review technical innovations.

BS15000 Aligning IT Service Culture with Organisational Culture

The service provider should ensure staff are aware of organisational, technical and business developments within the organisation being served.

The service provider should produce a regular newsletter which emphasises stories reflecting IT service changes, concerns and successes.

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