



The Holistic Service Manager

Panel debate, global ITSM Thought Leaders Q&A



Your Panel

Global ITSM Thought Leaders Q&A



Jeff Rumburg



Mauricio Corona



Barclay Rae



Andi Kis



Nabil Azar

Key trends?

‘Across all industries, by 2022, growth in emerging professions is set to increase the share of employment from 16% to 27%. Whereas the employment share of declining roles, is set to decrease from currently 31% to 21%.’



‘Extensive evidence of accelerating demand for a variety of wholly new specialist roles related to understanding and leveraging the latest emerging technologies: AI and Machine Learning Specialists, Big Data Specialists, Process Automation Experts, Information Security Analysts, User Experience and Human-Machine Interaction Designers, Robotics Engineers, and Blockchain Specialists’.



‘Current estimates would suggest a decline of 0.98 million jobs and a gain of 1.74 million jobs. One set of estimates indicates that 75 million jobs may be displaced by a shift in the division of labour between humans and machines, while 133 million new roles may emerge that are more adapted to the new division of labour between humans, machines and algorithms’.



The Future of Jobs Report 2018

Table 4: Comparing skills demand, 2018 vs. 2022, top ten

Today, 2018	Trending, 2022	Declining, 2022
Analytical thinking and innovation	Analytical thinking and innovation	Manual dexterity, endurance and precision
Complex problem-solving	Active learning and learning strategies	Memory, verbal, auditory and spatial abilities
Critical thinking and analysis	Creativity, originality and initiative	Management of financial, material resources
Active learning and learning strategies	Technology design and programming	Technology installation and maintenance
Creativity, originality and initiative	Critical thinking and analysis	Reading, writing, math and active listening
Attention to detail, trustworthiness	Complex problem-solving	Management of personnel
Emotional intelligence	Leadership and social influence	Quality control and safety awareness
Reasoning, problem-solving and ideation	Emotional intelligence	Coordination and time management
Leadership and social influence	Reasoning, problem-solving and ideation	Visual, auditory and speech abilities
Coordination and time management	Systems analysis and evaluation	Technology use, monitoring and control

Source: Future of Jobs Survey 2018, World Economic Forum.

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Source: Future of Jobs Survey 2018, World Economic Forum.

The future of service management?

What skills will service managers need and how will that effect service management?

What changes do you predict in the future that will have a big impact on how service desks operate?

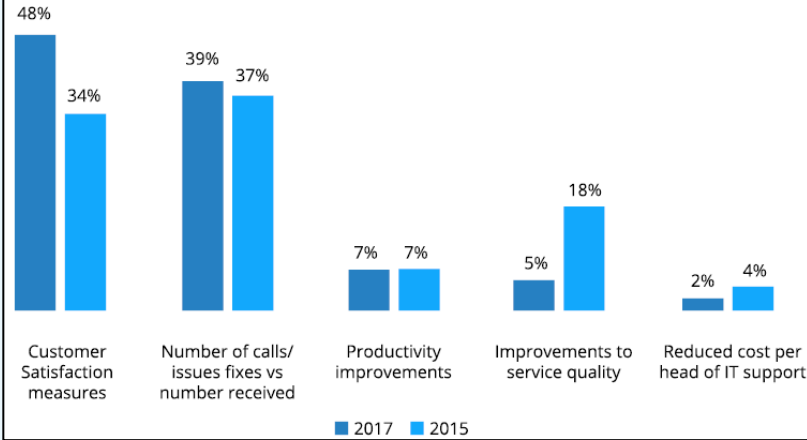


**KEEP
CALM
AND
CO-CREATE
VALUE**

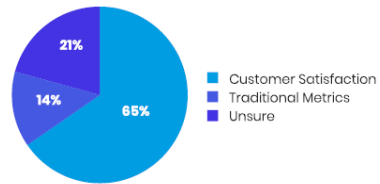
What is value and how does the service desk support or drive value co-creation?

6.6 Measuring Success

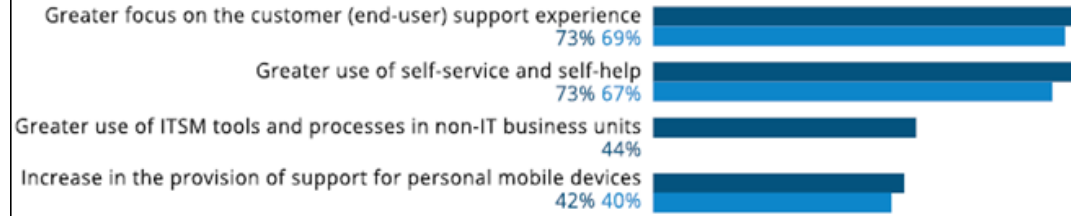
What is the main indicator of success for your service desk?



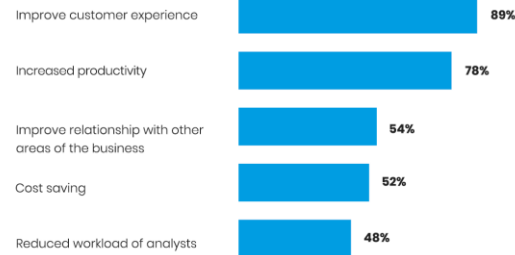
Do you find more value in Customer Satisfaction measures or traditional metrics, i.e. first-time fix?



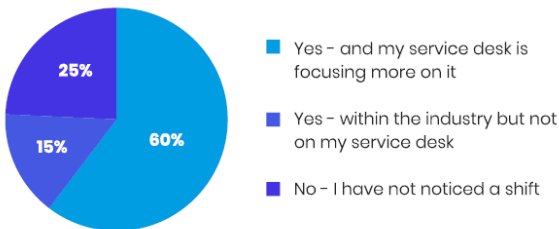
During the next 12 months, which of the following do you expect to see?



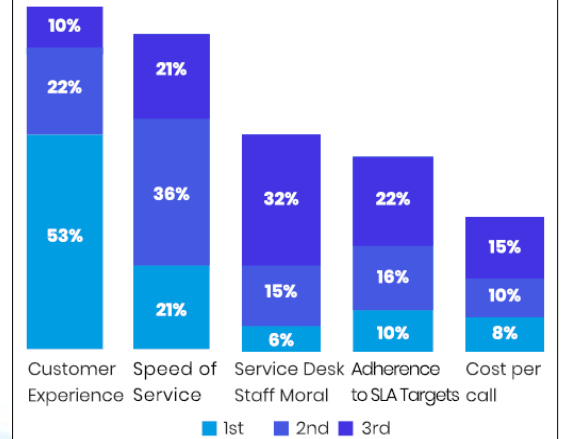
What were the motivations behind undertaking a Digital Transformation Project?



Have you noticed a shift of focus towards monitoring Customer Experience over/alongside SLAs?



Please rank these in terms of importance to your organisation.



What's the main measurement of success for service desk in 2020 and beyond?

How is the customer experience changing?

What is SDI doing to support the changing landscape?

Leadership

- 1.1 Alignment with business outcomes of the supported organization(s)
- 1.2 Service desk influence
- 1.3 Collaboration
- 1.4 Promoting teamwork
- 1.5 Promoting the service desk
- 1.6 Service performance transparency
- 1.7 Driving continual improvement
- 1.8 Customer-centricity
- 1.9 Service desk scope
- 1.10 Leadership skills

Policy and Strategy

- 2.1 Vision
- 2.2 Mission
- 2.3 Service desk strategy, critical success factors (CSFs) and key performance indicators (KPIs)
- 2.4 Strategic planning
- 2.5 Relationship management
- 2.6 Financial management
- 2.7 Information security management
- 2.8 Strategic value of the service desk
- 2.9 Project methodology

People Management

- 3.1 Role profiles
- 3.2 Recruitment
- 3.3 Onboarding
- 3.4 Skills program
- 3.5 Career development program
- 3.6 Personal performance reviews
- 3.7 Talent management
- 3.8 Remuneration
- 3.9 Informal reward and recognition
- 3.10 Absence
- 3.11 Service desk management competencies
- 3.12 Communication

Resources

- 4.1 Capacity, performance and reliability
- 4.2 Distribution of channel contacts
- 4.3 Workforce management
- 4.4 IT service management (ITSM) toolset
- 4.5 IT service management system utilization
- 4.6 Remote support
- 4.7 Integrated systems of support
- 4.8 Support of legacy systems
- 4.9 Tools and collaboration
- 4.10 Measurement and reporting tools
- 4.11 Knowledge management
- 4.12 Self-service
- 4.13 Service catalog
- 4.14 Supplier management
- 4.15 Optimization and automation

Processes and Procedures

- 5.1 Governance of processes and procedures
- 5.2 Risk management
- 5.3 Service level management (SLM)
- 5.4 Managing feedback
- 5.5 Incident management
- 5.6 Service request management
- 5.7 Incident and service request logging
- 5.8 Status assignment
- 5.9 Service level monitoring
- 5.10 Incident and service request closure
- 5.11 Interaction quality monitoring
- 5.12 Monitoring and event management
- 5.13 Problem management
- 5.14 Change control
- 5.15 Release and deployment management
- 5.16 Service transition
- 5.17 IT asset and service configuration management
- 5.18 Service catalog management
- 5.19 IT service continuity management
- 5.20 Information security management
- 5.21 Supplier management
- 5.22 Continual improvement
- 5.23 Modernization and transformation

Managing Employee Satisfaction

- 6.1 Employee satisfaction monitoring program
- 6.2 Skills and capabilities
- 6.3 Training plans
- 6.4 Staff morale
- 6.5 Employee engagement
- 6.6 Career development opportunities
- 6.7 Employee feedback
- 6.8 Positive team culture
- 6.9 Team meetings

Managing the Customer Experience

- 7.1 Customer experience program
- 7.2 Capturing customer feedback
- 7.3 Analyzing customer feedback
- 7.4 Customer feedback management
- 7.5 Relationship management
- 7.6 Customer profiling
- 7.7 Customer engagement
- 7.8 Service design

Management Information and Performance Results

- 8.1 Business related metrics
- 8.2 Reporting activities
- 8.3 Target alignment
- 8.4 Number of incidents
- 8.5 Number of service requests
- 8.6 Average time to respond to an inbound enquiry
- 8.7 Average time to respond to assigned incidents
- 8.8 Average time to respond to assigned service requests
- 8.9 Abandon rate

- 8.10 Average time taken to resolve incidents that are not resolved on first contact
- 8.11 Average time taken to fulfill requests that are not fulfilled on first contact
- 8.12 First contact incident resolution rate
- 8.13 First contact request fulfillment rate
- 8.14 First level incident resolution rate
- 8.15 First level request fulfillment rate
- 8.16 Re-opened incident rate
- 8.17 Re-opened service request rate
- 8.18 Incident backlog management
- 8.19 Service request backlog management

- 8.20 Percentage of hierarchic escalations
- 8.21 Percentage of functional escalations
- 8.22 Number of reassignments
- 8.23 Average incident resolution time by priority
- 8.24 Average request fulfillment time by priority
- 8.25 Average resolution time by incident category
- 8.26 Average fulfillment time by service request type
- 8.27 Comparison of service level targets to performance
- 8.28 Service desk knowledge usage
- 8.29 Customer-facing knowledge usage
- 8.30 Service desk knowledge quality and effectiveness
- 8.31 Customer-facing knowledge quality and effectiveness
- 8.32 Self-service monitoring measured against target
- 8.33 Monitoring incidents caused by changes measured against target

- 8.34 Total cost of service delivery
- 8.35 Average cost per incident by channel
- 8.36 Average cost per service request by channel
- 8.37 Employee satisfaction feedback
- 8.38 Employee turnover
- 8.39 Unplanned absence days
- 8.40 Periodic customer satisfaction measurement
- 8.41 Event-based customer satisfaction measurement
- 8.42 Complaints, suggestions and compliments
- 8.43 Problem records created through proactive problem management
- 8.44 Incident reduction through problem management

Corporate Social Responsibility

- 9.1 Community engagement and charitable activities
- 9.2 Environmental protection
- 9.3 Health and safety
- 9.4 Professionalism and ethics
- 9.5 Mental health and emotional wellbeing
- 9.6 Flexible working practices
- 9.7 Physical environment and ergonomics
- 9.8 Diversity and inclusion

Leadership

- 1.1 Alignment with business outcomes of the supported organization(s)
- 1.2 Service desk influence
- 1.3 Collaboration
- 1.4 Promoting teamwork
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- 9.8 Diversity and inclusion

Leadership		Resources		Managing Employee Satisfaction		Managing the Customer Experience		Management Information and Performance Results		Corporate Social Responsibility	
1.1	Alignment with business outcomes of the supported organization(s)	17	4.1	Capacity, performance and reliability	5,19,29	8.10	Average time taken to resolve incidents that are not resolved on first contact	5,11	8.34	Total cost of service delivery	
1.2	Service desk influence	14	4.2	Distribution of channel contacts	2,14	6.1	Average time taken to fulfill requests that are not fulfilled on first contact	5,11	8.35	Average cost per incident by channel	
1.3	Collaboration	12,13,33,34	4.3	Workforce management	2,14	6.2	First contact incident resolution rate		8.36	Average cost per service request by channel	
1.4	Promoting teamwork	2,33,34	4.4	IT service management (ITSM) toolset utilization	2,14	6.3	First contact request fulfillment rate		8.37	Employee satisfaction feedback	
1.5	Promoting the service desk		4.5	IT service management system utilization	2,14	6.4	First level incident resolution rate		8.38	Employee turnover	
1.6	Service performance transition	12,13,33,34	4.6	Remote support	2,14	6.5	First contact request fulfillment rate		8.39	Unplanned absence days	
1.7	Driving continual improvement	1,12,13,33,34	4.7	Integrated systems of support	2,14	6.6	First level incident resolution rate		8.40	Periodic customer satisfaction measurement	
1.8	Customer-centricity	7,27,33	4.8	Support of legacy systems	2,14	6.7	First level request fulfillment rate		8.41	Event-based customer satisfaction measurement	
1.9	Service desk scope	27,33	4.9	Tools and collaboration	2,14	6.8	Re-opened incident rate		8.42	Complaints, suggestions and compliments	
1.10	Leadership skills	5,33	4.10	Measurement and reporting tools	2,14	6.9	Re-opened service request rate	5,22	8.43	Problem records created through proactive problem management	
		4,27,33,34	4.11	Knowledge management	2,14		Incident backlog management		5,22	Incident reduction through problem management	
		27,33,34	4.12	Self-service			Service request backlog management				
			4.13	Service catalog			Percentage of hierarchic escalations				
			4.14	Supplier management			Percentage of functional escalations				
			4.15	Optimization and automation			Number of reassignments	12,14	9.1	Community engagement and charitable activities	
							Average incident resolution time by priority	12	9.2	Environmental protection	
							Average request fulfillment time by priority	12	9.3	Health and safety	
							Average resolution time by incident category	12	9.4	Professionalism and ethics	
							Average fulfillment time by service request type	12,14	9.5	Mental health and emotional wellbeing	
							Comparison of service level targets to performance	6,12,14	9.6	Flexible working practices	
							Service desk knowledge usage	12	9.7	Physical environment and ergonomics	
							Customer-facing knowledge usage		9.8	Diversity and inclusion	
							Service desk knowledge quality and effectiveness				
							Customer-facing knowledge quality and effectiveness				
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ITIL4 Synergies – Guiding Principles



Assessment

Start where you are
Focus on value



Certification

Progress iteratively with feedback
Think & work holistically
Collaborate & promote visibility
Focus on value



Surveillance

Optimize & automate
Focus on value

Audience Questions



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