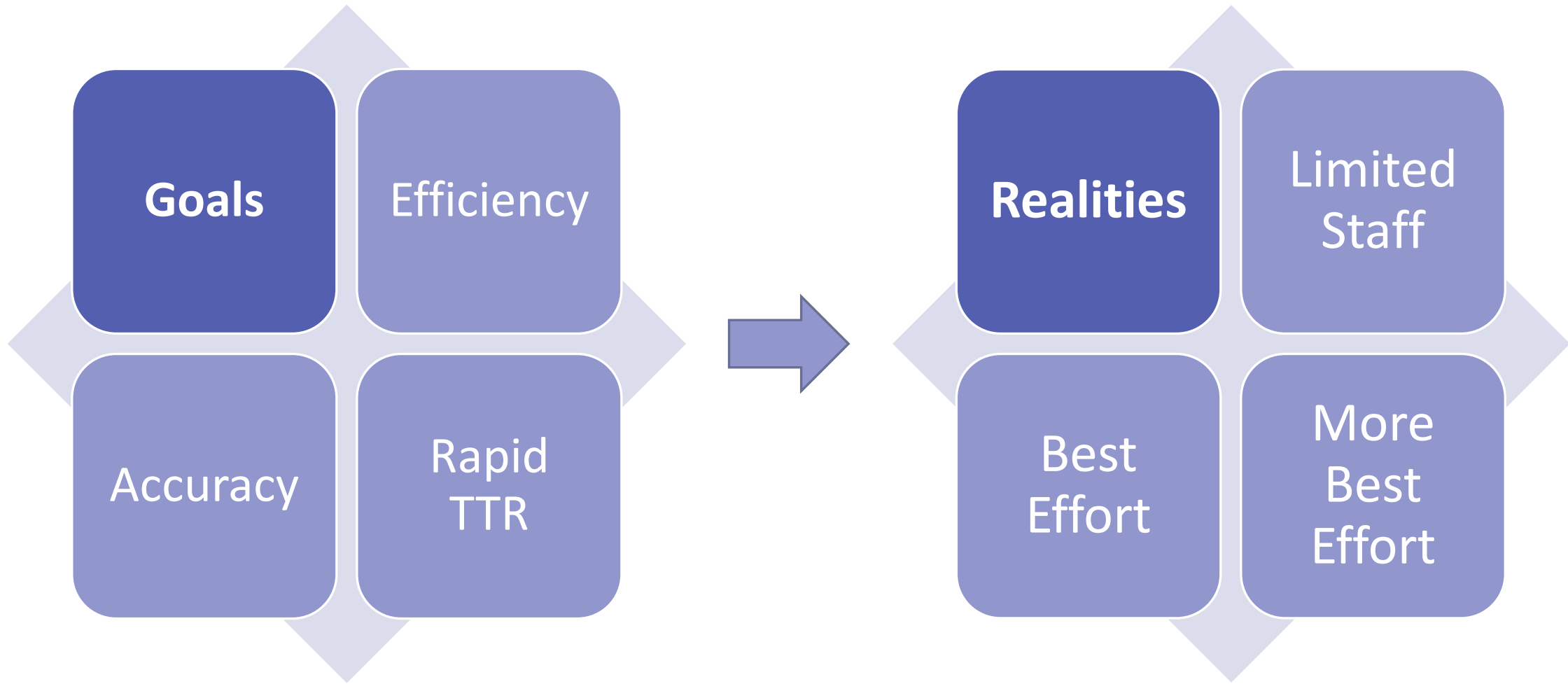# Small but Mighty:

MAKING THE MOST OF A SMALL OR IMMATURE SERVICE DESK

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Takeaways

- The knowledge that you're not alone!
- Practical ideas and steps for your Smaller Service Desk
- The confidence that you can advance your Desk without breaking the bank or the backs of your team
- A way to set expectations with your executive and your organization

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Please use your mobile phone or open another web browser:

http://www.kahoot.it

Kahoot!

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WHAT NEXT?

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Getting Ready

Know your stakeholders

- Are you serving internal departments and/or external customers?

- What do they need vs. what do they want?

- Don't forget to take care of your own business.
  - What does your team need?

Getting Ready

Know your services

- What do you offer your business and how do you deliver it?

- If you haven't formally identified your services, make it a priority.

Getting Ready

Document your current state

- If you don't have metrics for any or some of your services, don't worry! You can use a simple red/yellow/green status: just be clear on how you determined that.

- If you haven't documented your processes, do it before you make changes to them.

Getting Ready

Know your desired results

- Talk to stakeholders to find out what satisfaction with your services means to them and what it looks like to them when you are performing well.

- Talk to your teams to identify what they want and need.

SLA

TTR   Occupancy

SLO

ASA

Metrics

AHT

FCR

Utilization   Cost per Call

Why Do I Want to Use Metrics?	Desired Result
Sometimes I get complaints that tickets are taking too long. What is "too long"?	Consistently, predictably fulfill requests or repair an item in a declared timeframe
I want to know how much work we have.	Be able to see and trend the amount of tickets assigned to my team (new, in progress, closed)
I want to know what my team is really doing.	Be able to see team member's individual ticket load and types of tickets
Do I have the right number of staff?	Be able to see how long tickets are taking to complete compared to customer expectation/need.
My director wants a way to show our performance, and not only do I want to look good, I want to make my director look good.	Be able to create a report or dashboard that tells the story of the team's performance

Metrics

Making Changes

Use what you've learned

- Reflect on what you've learned about your stakeholders, customers and your team.

- What matters to them is what matters to you. Build a theme that helps you keep your focus.

- Use the "desired results" list you built to create a prioritized "to do" list.

Making Changes

Set your goals

- Apply the SMART approach to your To-Do list

- Focus on "Measure"!
  - Be able to demonstrate whether or not a change has been effective

Making Changes...

"Keep the Spirit!"

- You don't have to "go big or go home".

- Use your knowledge of your environment and "keep the spirit" of larger processes or frameworks

  - You don't need to implement "maximum ITIL" in order to better control Change in your environment.

Making Changes...

Help your team help you

- Be mindful of burnout and workload

- Be honest about what you can & can't do with staffing numbers

- Help your team do more with less by making them more efficient

Agent Efficiency

Implement a knowledgebase

Research and consider KCS

Self-serve

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Making Changes

Set clear expectations with your team

- Again with the SMART!
  - Develop Service Level Objectives to provide realistic expectations for your team and your customers needs

- Don't confuse SLOs with SLAs.
  - If your customers are not part of setting the objectives, then there is no agreement.
  - You don't need an SLA to use SLOs!
  - Use SLOs to frame success for your agents

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To agree or to not agree?

When considering SLOs:

- Who is your customer?
  - Do they require consistent delivery or or are they accepting of "best effort"?
  - Is there mutual advantage to an agreement?

- What services do you offer?
  - Consider differences in urgency/impact

- What is the capacity of your team?
  - Can you consistently maintain a service level during staff absences?

Service Levels

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Demonstrating Value

Communicate your results

- Review your stakeholders' priorities and plan accordingly
  - Build multiple templates considering content, frequency, style

- Get stakeholder agreement on the template that meets their needs

- Document your communication plan and review regularly

Staying Aligned

Plan Reviews

- Use the Time element from your SMART goals to plan reviews with stakeholders and team members

- It's ok to renegotiate based on results and realities

Small but Mighty!

1. Know your stakeholders

2. Know your services

3. Document your current state

4. Know your desired results

5. Set SMART goals based on stakeholder priorities

6. Maximize efficiency: adapt procedures using knowledge, industry standards and best practices

7. Use SLOs to set expectations

8. Use targeted, customized communication templates

9. Stay aligned with your stakeholders and teams

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ITSM

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