



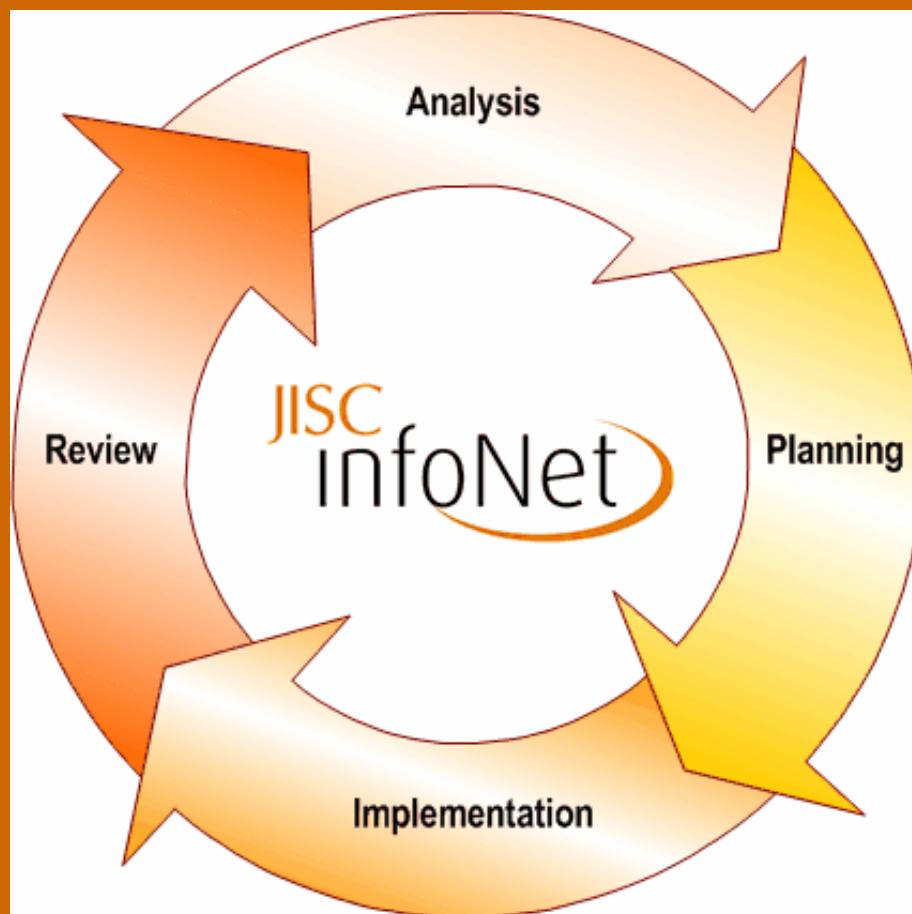
Zen and the Art of
Service Management



Gill Ferrell

www.jiscinfonet.ac.uk

The Good Practice Lifecycle



Providing
Expertise in
Planning &
Implementing
Information
Systems

The power of Positive Thinking



Providing
Expertise in
Planning &
Implementing
Information
Systems

Service Delivery Models

MODEL	FEATURES	ROLE
Utility	Siloed Cost-Obsessed	Supports
Enhancement	Process Based Service-Centric	Enables
Transformational	Shared Opportunity Driven	Drives

Providing
Expertise in
Planning &
Implementing
Information
Systems

Continuous Improvement

Practical meaning of '99% good'

- 200,000 wrong drug prescriptions each year
- No electricity for 7 hours each month
- 20,000 lost articles of mail per hour
- 5,000 incorrect surgical procedures per week
- 2 long or short landings at major airports each day

Providing
Expertise in
Planning &
Implementing
Information
Systems

Perceptions

Improvement

Development

Strategy

New procedures

Ways of working

Fear of change

Anxiety

Cost savings

Staff cuts

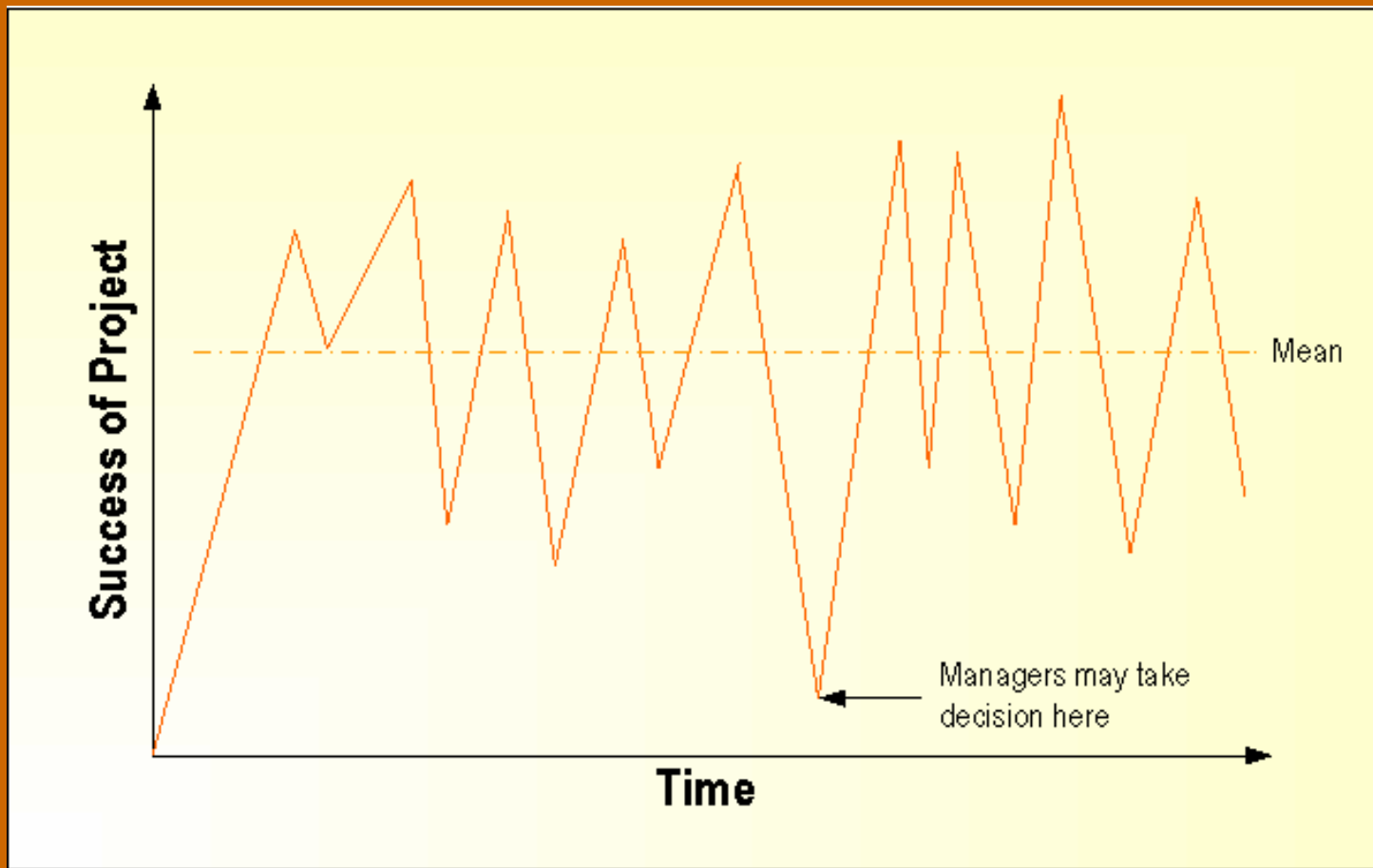
Restructures

What organisations say

What staff hear / feel

Providing
Expertise in
Planning &
Implementing
Information
Systems

Regression to the Mean



Providing
Expertise in
Planning &
Implementing
Information
Systems

What is a Process?

'A related group of tasks that together create a result of value to a customer' M Hammer



Providing
Expertise in
Planning &
Implementing
Information
Systems

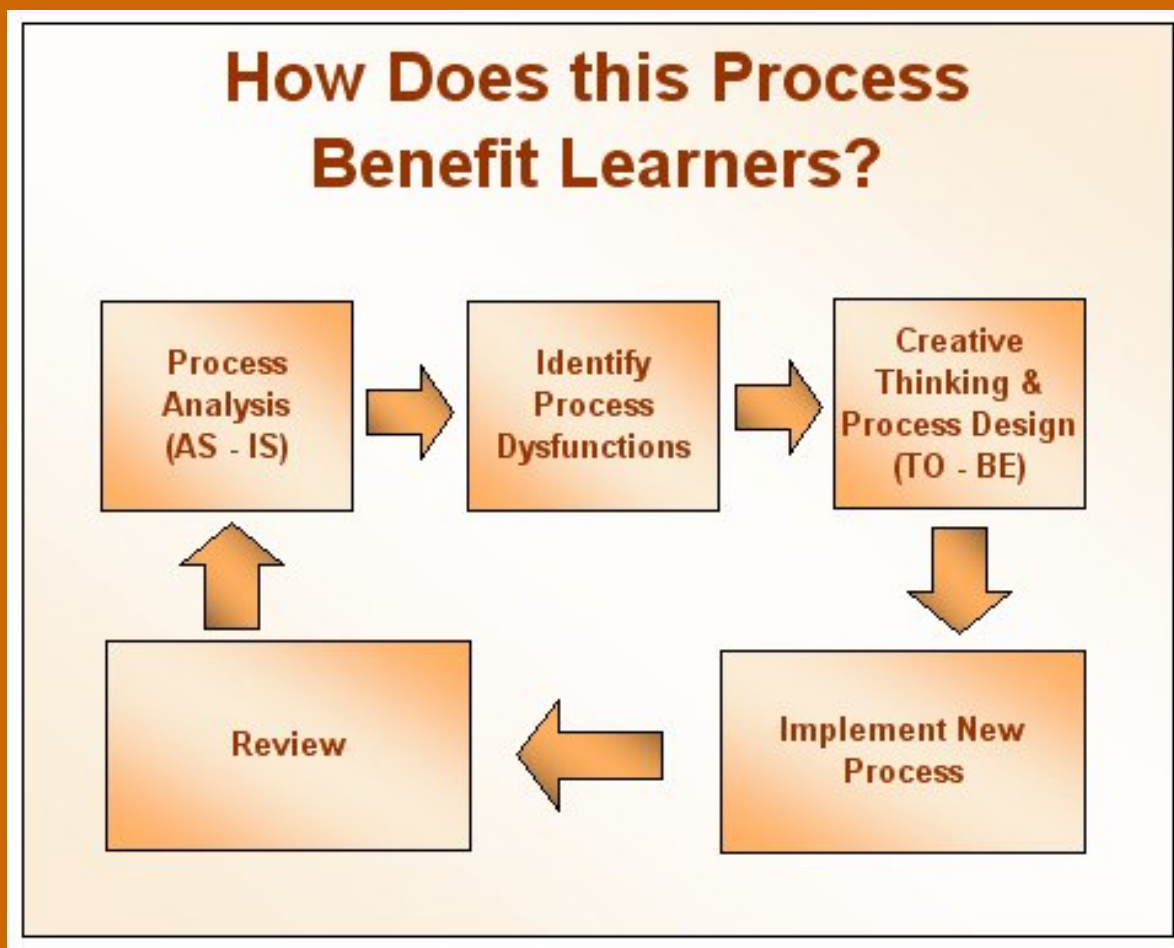
Principles of Process Review

- Client focus
- The achievement of added value

but is it magic?

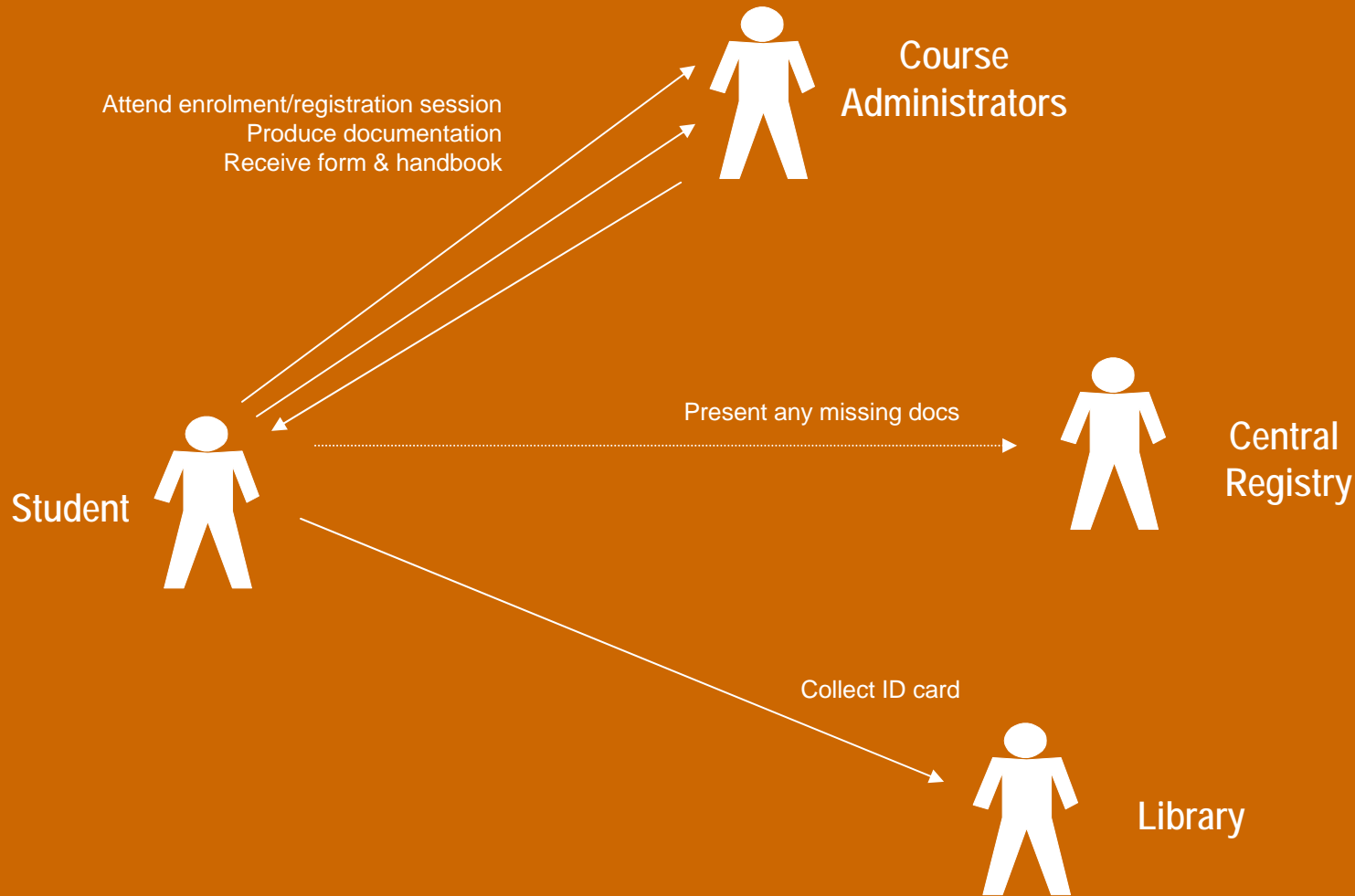
Providing
Expertise in
Planning &
Implementing
Information
Systems

Learner-Centred Process Review



Providing
Expertise in
Planning &
Implementing
Information
Systems

Collaboration Diagram



Providing
Expertise in
Planning &
Implementing
Information
Systems

RAEW Analysis

R – Responsibility

“Carries the can” for actions/decisions

A – Authority

Controls/judges/prohibits the actions of others

E - Expertise

Specialist skill/knowledge/judgement

W - Work

Physical/mental effort directed at doing something

Providing
Expertise in
Planning &
Implementing
Information
Systems

RAEW Roles

Different roles may have a different balance – typically:

Manager	R	A
Supervisor		A
	E	
Operator		
	E	W

Providing
Expertise in
Planning &
Implementing
Information
Systems

RAEW Example

<i>Task</i>	Student	Course Administrator	Central Registry	Finance Department	IT Services	Library
Course Administrators notify Central Registry of courses and units that will be running		R E W	A			
Central Registry update course and unit dates and external agency coding			W			
Finance Department adds/amends fee structures				W		
Successful applicants need their admissions records appropriately finalised to indicate they hold an unconditional offer which they have accepted – this then gives them the status of a prospective enrolment/registration. This is performed by course administrators and is then double-checked by Central Registry.		R E W	A W			
Continuing students who have successfully completed the preceding year must be progressed onto the next year of their course of study.		R A E W				
All records (whether newly-created or progressed from a previous enrolment/registration record) need to be checked for any required updates (e.g. notification of new term-time address, course transfers) before the enrolment/registration forms are printed.	R E	R A E W				

Creativity

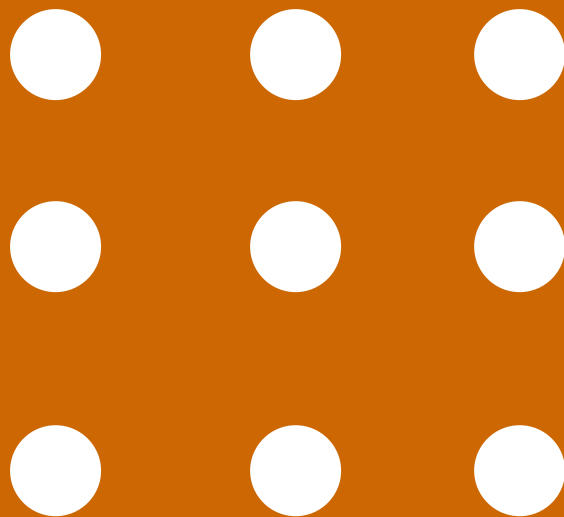
Linking two unconnected thoughts together to form a new idea.

The application of imaginative thought which results in new solutions to problems

M. Goodman

Providing
Expertise in
Planning &
Implementing
Information
Systems

Nine Dots – Four Lines



Providing
Expertise in
Planning &
Implementing
Information
Systems

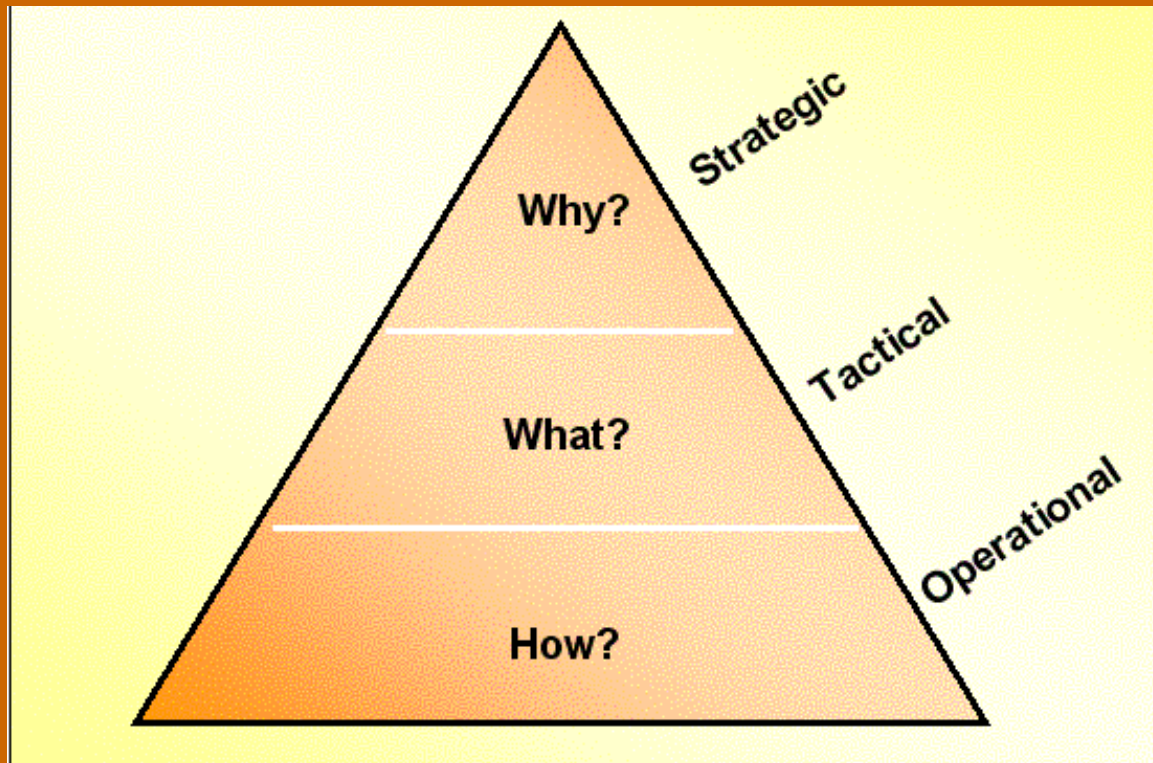
Generating alternatives



How many different ways can you describe this figure?

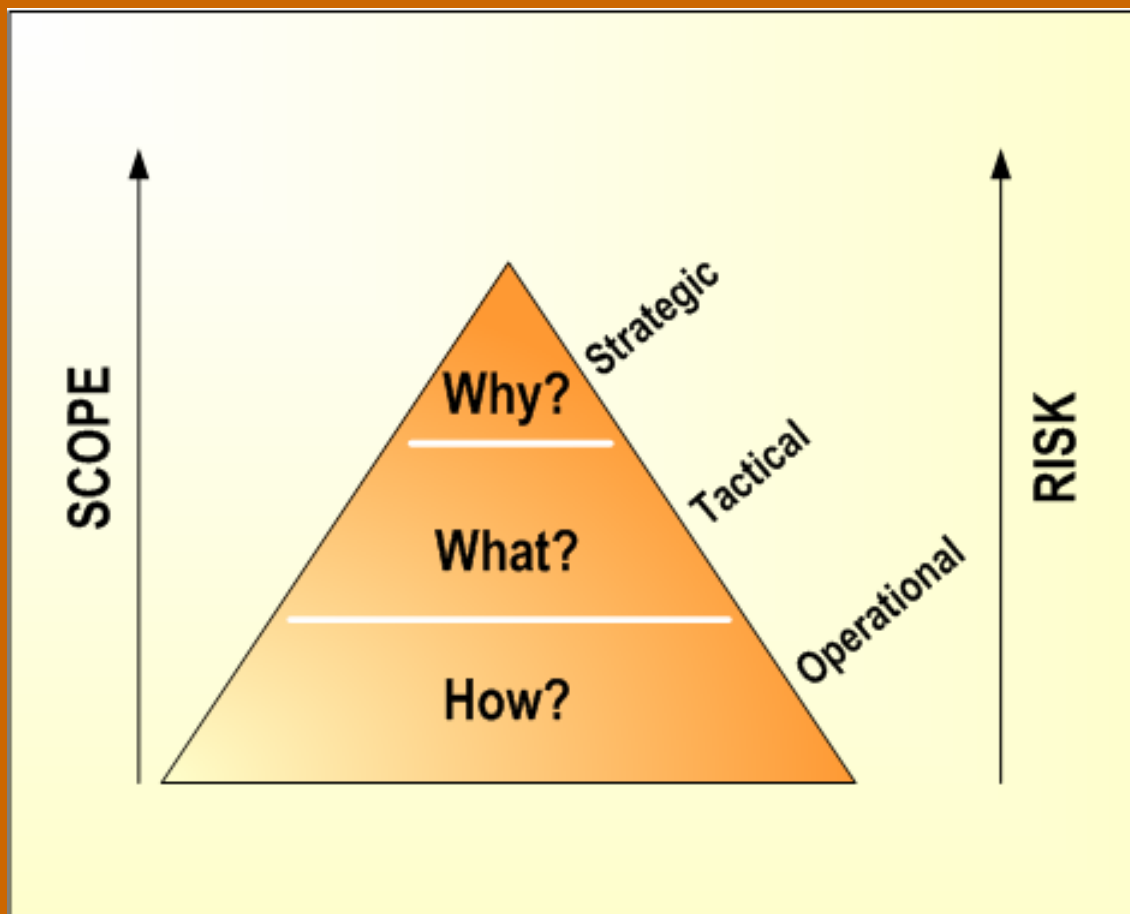
Providing
Expertise in
Planning &
Implementing
Information
Systems

Business Activity Pyramid



Providing
Expertise in
Planning &
Implementing
Information
Systems

Transforming the Business



Providing
Expertise in
Planning &
Implementing
Information
Systems

Visit our website

www.jiscinfonet.ac.uk

Providing
Expertise in
Planning &
Implementing
Information
Systems