



UNIFIED SERVICE MANAGEMENT

A SYSTEMATIC APPROACH TO REDUCING VARIETY
AT LEVELS 1-4 OF THE VIABLE SYSTEM MODEL,
IN A SERVICE DELIVERY CONTEXT



www.menti.com



Jan van Bon

Questions: janv@nbon.nl



Jan van Bon
USM Chief Architect @ SURVUZ Foundation
Netherlands





1

CORE MESSAGE

Variety should be reduced at the lowest level of VSM,
as it *accumulates* in the system.

Each VSM system 1 component can be standardized
with a *management system* of only 8 workflows.

THIS REQUIRES A **METHODICAL APPROACH
BASED ON A **SERVICE MANAGEMENT ARCHITECTURE**
THAT ENABLES A **SERVICE MANAGEMENT SYSTEM****

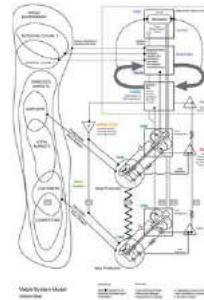



2



“THERE IS NO 'CORRECT' INTERPRETATION OF THE VIABLE SYSTEM MODEL. WE HAVE SPOKEN INSTEAD OF MORE OR LESS USEFUL INTERPRETATIONS.” (BEER)

“ONLY VARIETY CAN ABSORB VARIETY” (ASHBY)



So let’s now apply VSM to Service-Dominant logic and see how we can reduce variety with USM.



3

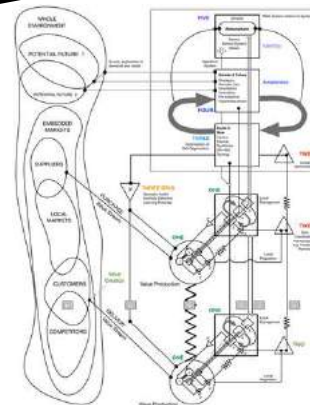
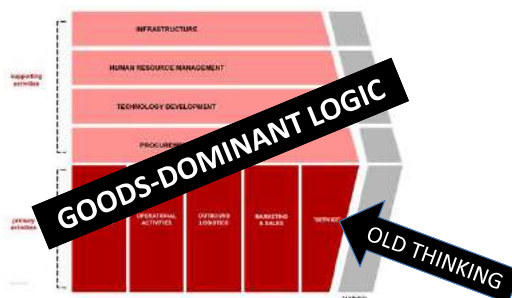
SERVICE-DOMINANT LOGIC VS GOODS-DOMINANT LOGIC

- **2004: prof.’s Robert Lusch & Stephen Vargo**

- “Service is the fundamental basis of exchange”
- “Goods are a distribution mechanism for service provision”
- “All economies are service economies”

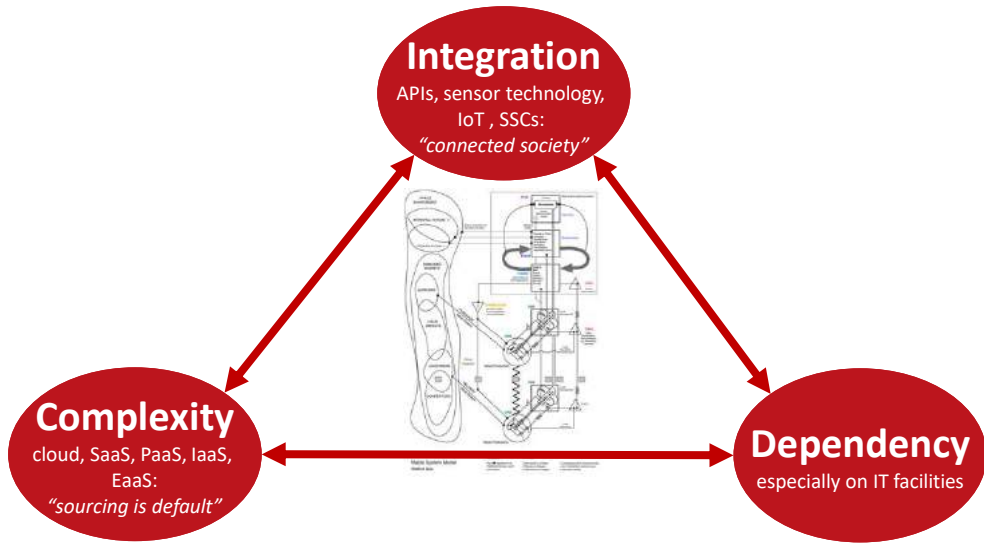
1960-70’s

- **1985: Porter’s Value Chain**



4

MODERN CHALLENGES IN BUSINESS



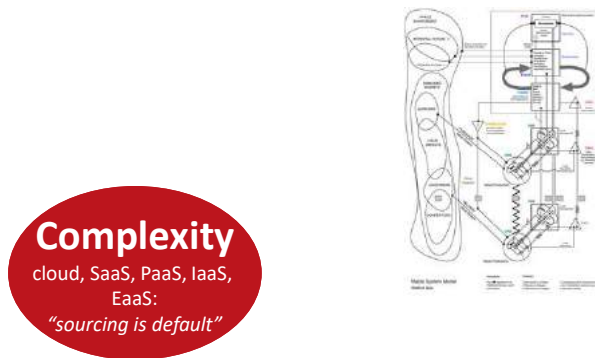
Organizations need to be in **full control** of their services

5

OUTSOURCING CREATES DRAMA TRIANGLES



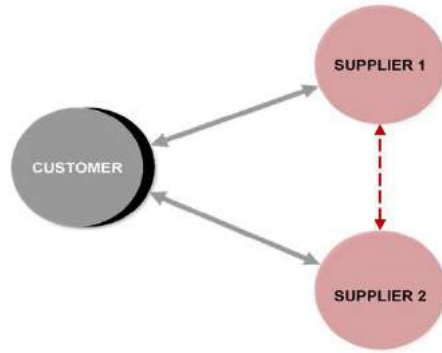
DRAMA TRIANGLES STIMULATE VARIETY AND COMPLEXITY



6

DRAMA TRIANGLES CAUSE VARIETY

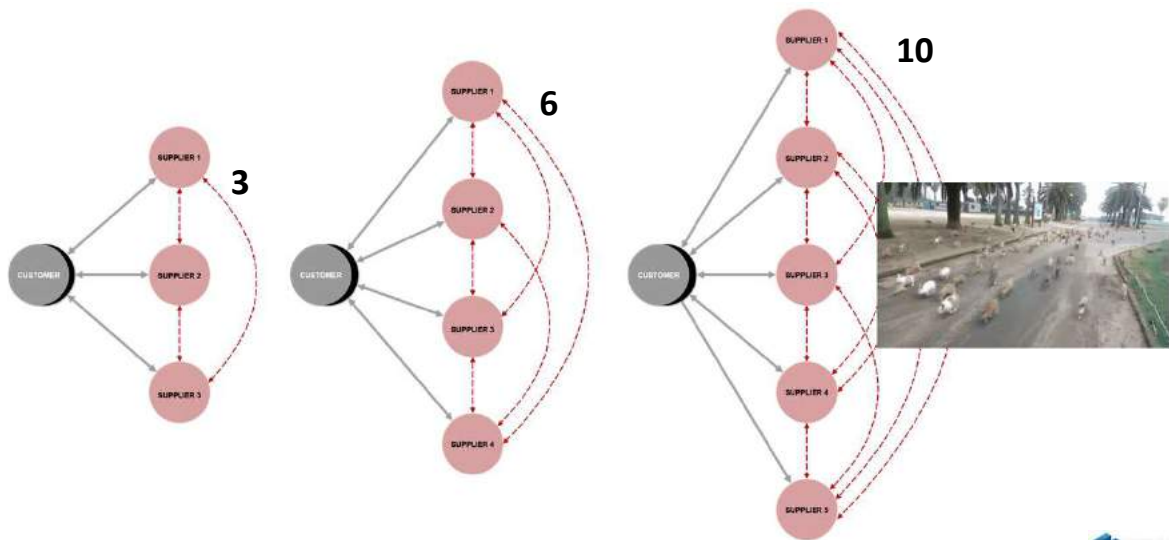
IN OUTSOURCING



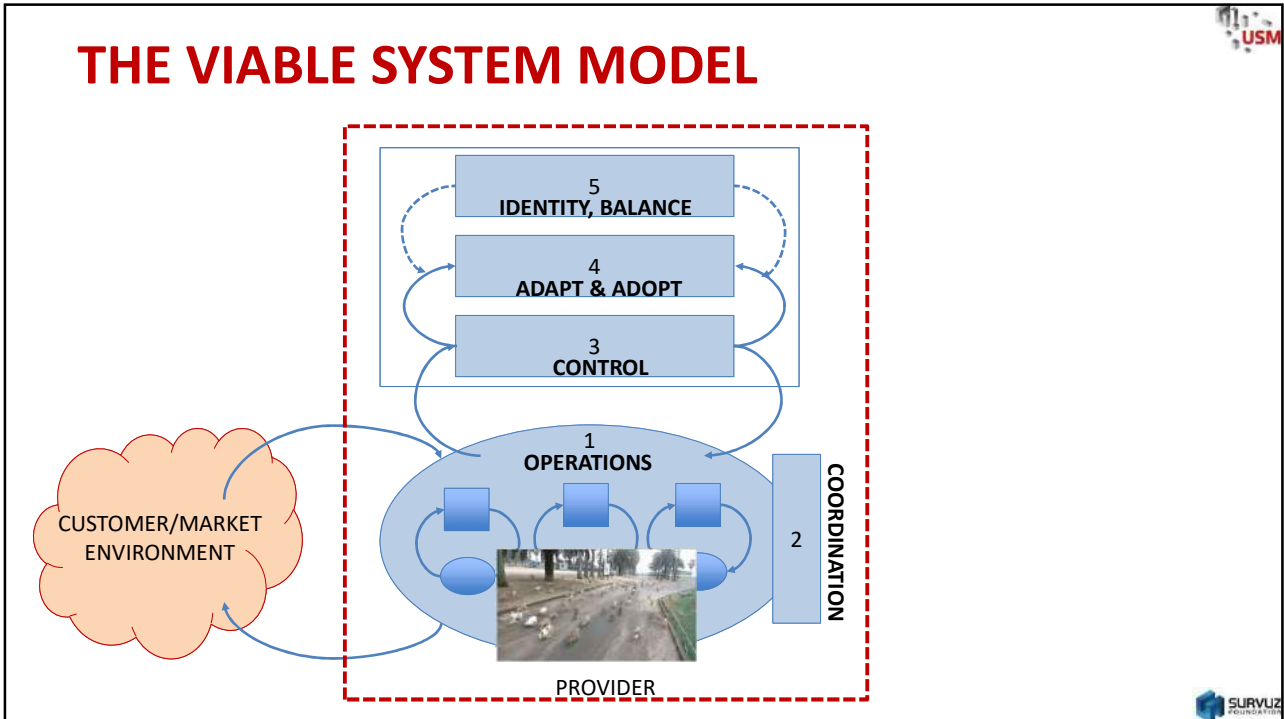
7

DRAMA TRIANGLES CAUSE VARIETY

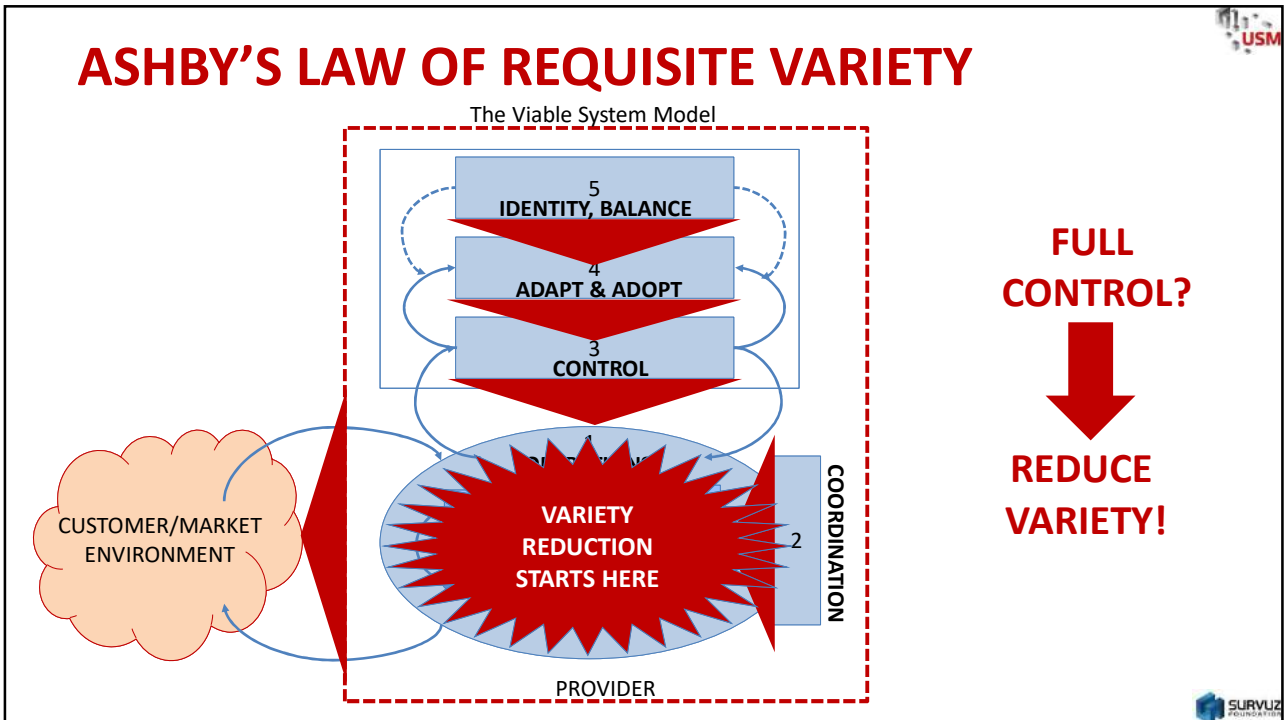
SOURCING: DRAMA TRIANGLES REPRODUCE LIKE RABBITS



8



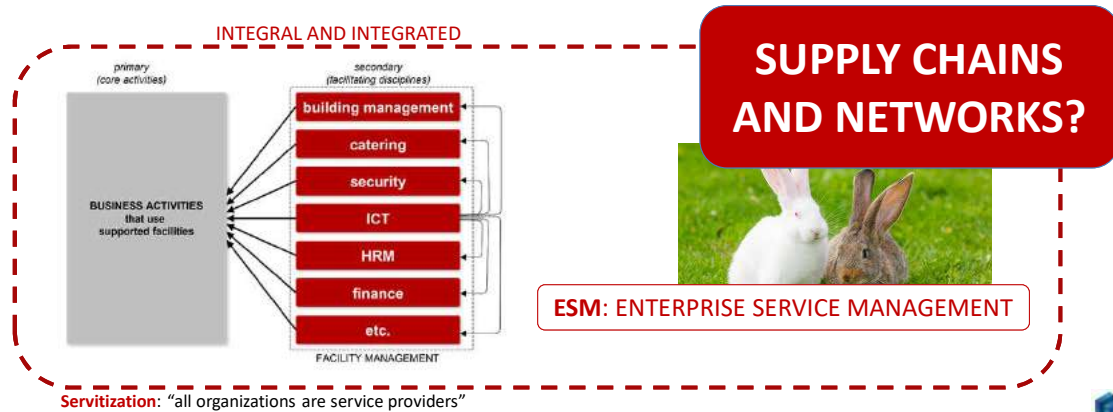
9



10

THE CHALLENGE

“How do you make sure that **all service teams** cooperate in a sustainable way?”



11

For sustainable supply chains,
you will need **LINKS**....

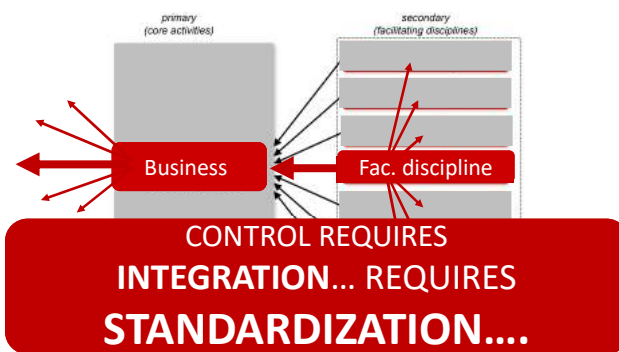


12

PRACTICE: ISLANDS



Each discipline looks at the world from its own, isolated perspective.



13

**We cannot solve our problems
with the same thinking we used
when we created them.**

Albert Einstein

14

THINK DIFFERENTLY

**COOPERATION IS CRUCIAL:
NEW THINKING**

**INTEGRATED
AND INTEGRAL
SERVICE DELIVERY**

USM

SURVUZ FOUNDATION

15

IF WE ARE TO FORM A TRAIN TOGETHER...

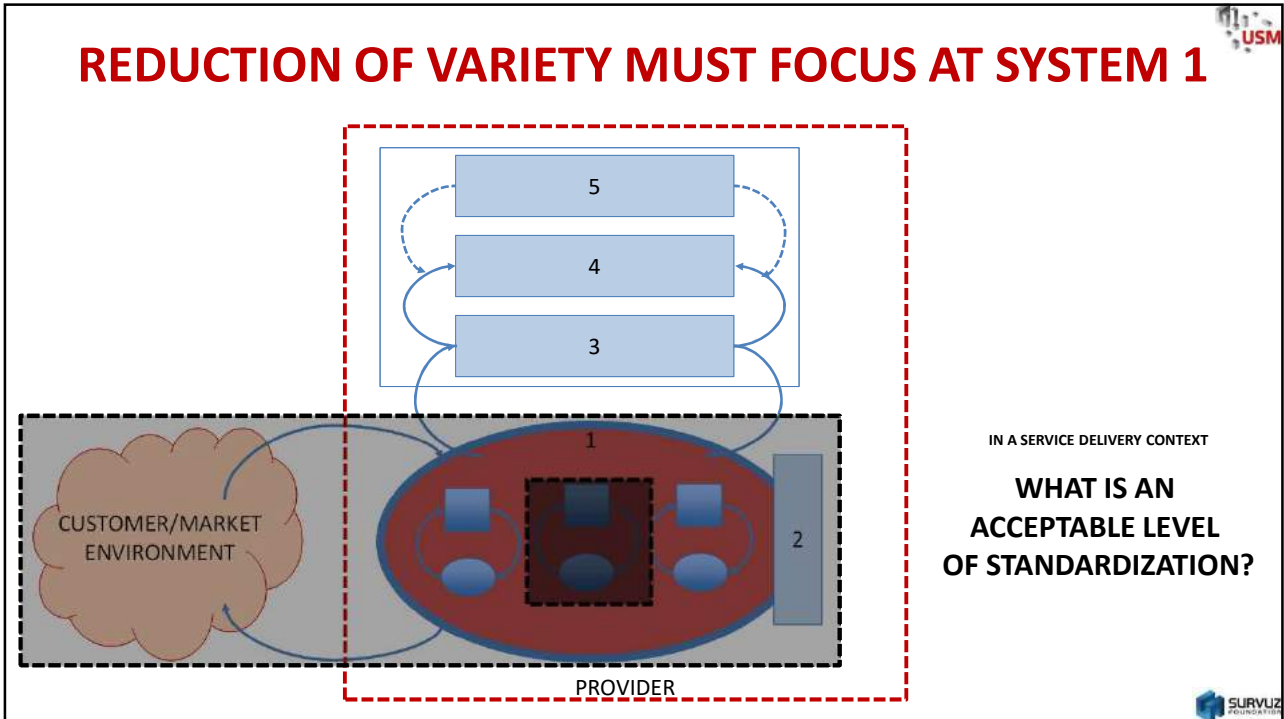
AND EACH WAGON COMES UP WITH ITS OWN WHEELS...

HOW FAR IS THAT TRAIN GOING TO GET?

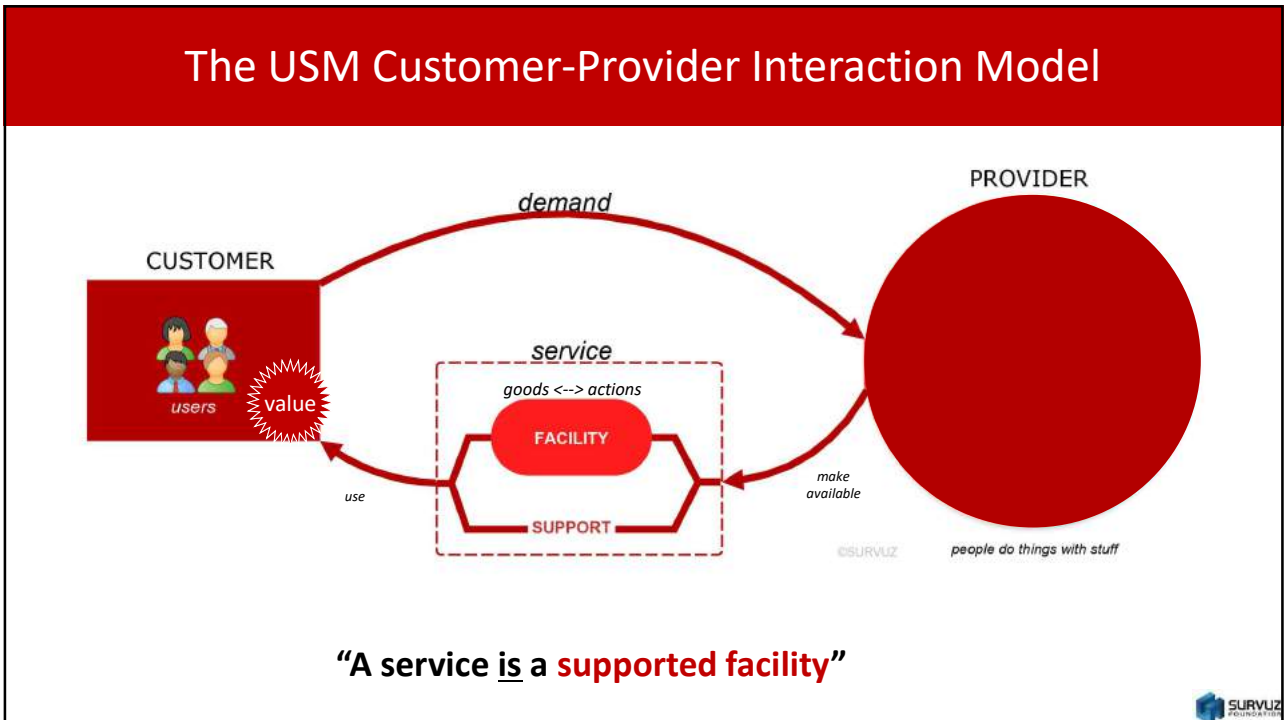
USM

SURVUZ FOUNDATION

16



17

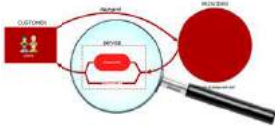
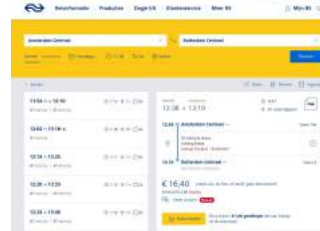


18

EXAMPLES



Passenger transport services

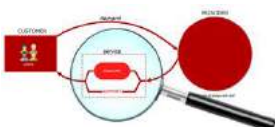


Hairdresser services



19

EXAMPLES FROM IT



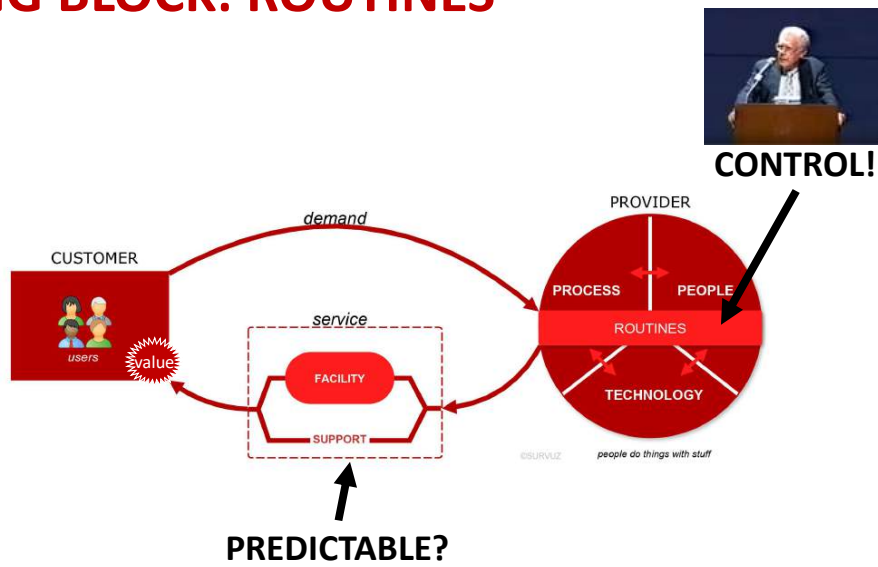
20

EXAMPLES FROM IT



21

BUILDING BLOCK: ROUTINES



22

ROUTINES

ROUTINES CAN BE DERIVED FROM THE PROCESS MODEL VIA TEMPLATES

WHAT	WHO	HOW
activity 1	serviceesk agent	instruction 1
activity 2	serviceesk manager	instruction 2
activity 3	application administrator	instruction 3
activity 4	systems administrator	instruction 4
activity 5	serviceesk agent	instruction 5
activity 6	change coordinator	instruction 6
activity 7	capacity manager	instruction 7
activity 8	risk manager	instruction 8
activity 9	security manager	instruction 9
activity 10	director	instruction 10
activity 11	serviceesk agent	instruction 11
activity 12	serviceesk manager	instruction 12
activity 13	director	instruction 13
activity 14	enterprise architect	instruction 14
activity 15	configuration administrator	instruction 15
activity 16	operations coordinator	instruction 16
activity 17	work planner	instruction 17
....

PROCESS
PROCEDURE
WORK INSTRUCTION

WORK INSTRUCTION

23

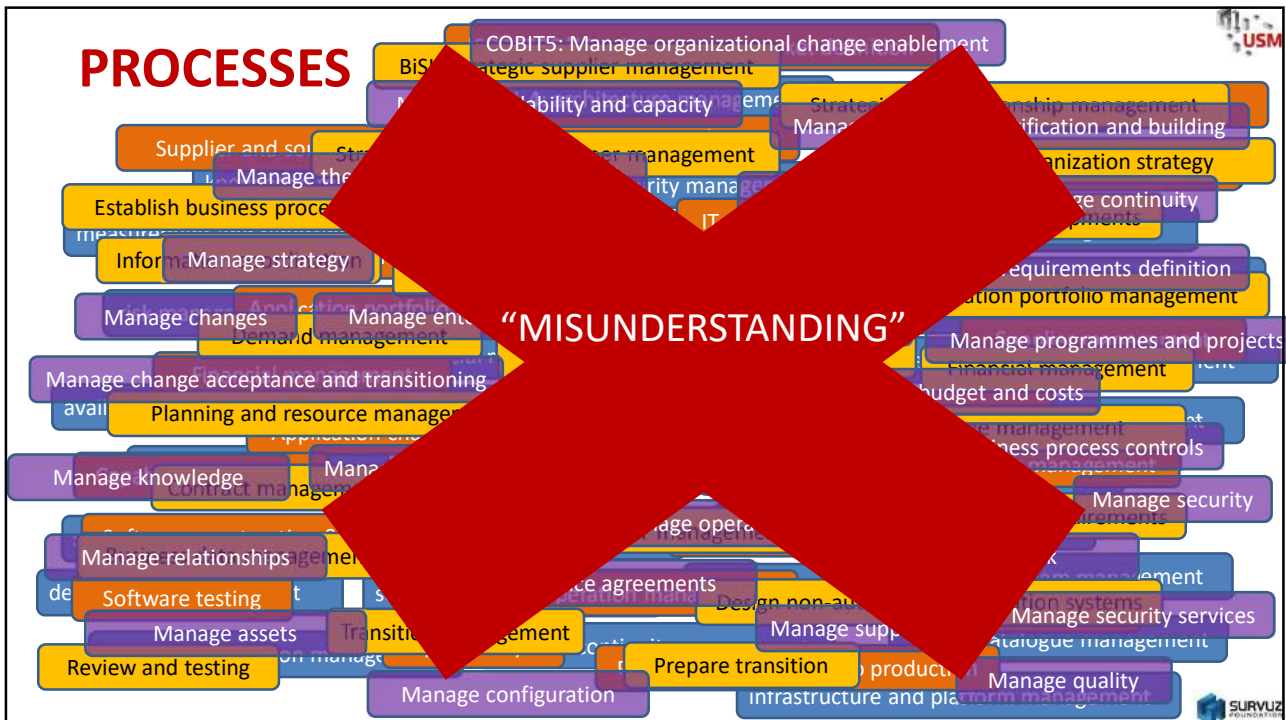
ROUTINES AND PROCESSES

ROUTINES CAN BE DERIVED FROM THE PROCESS MODEL VIA TEMPLATES

It all starts with processes...

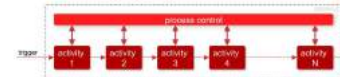
But we focus on practices...

24



25

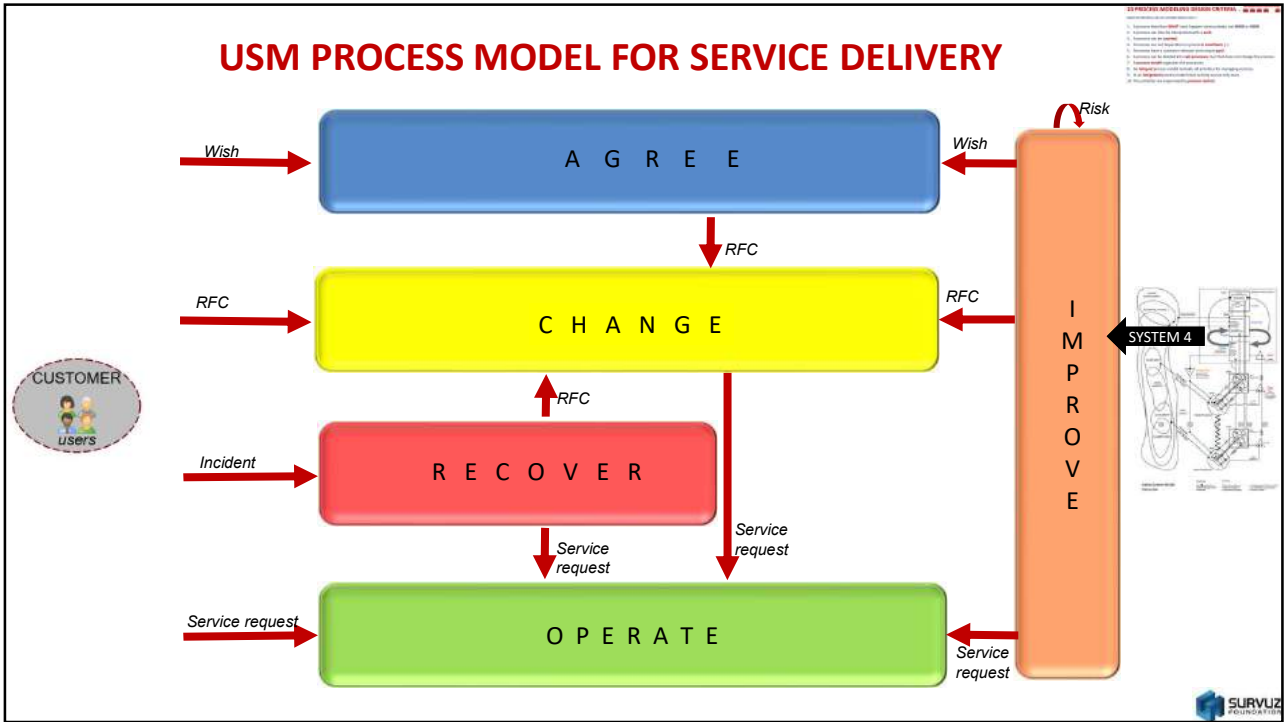
10 PROCESS DESIGN CRITERIA



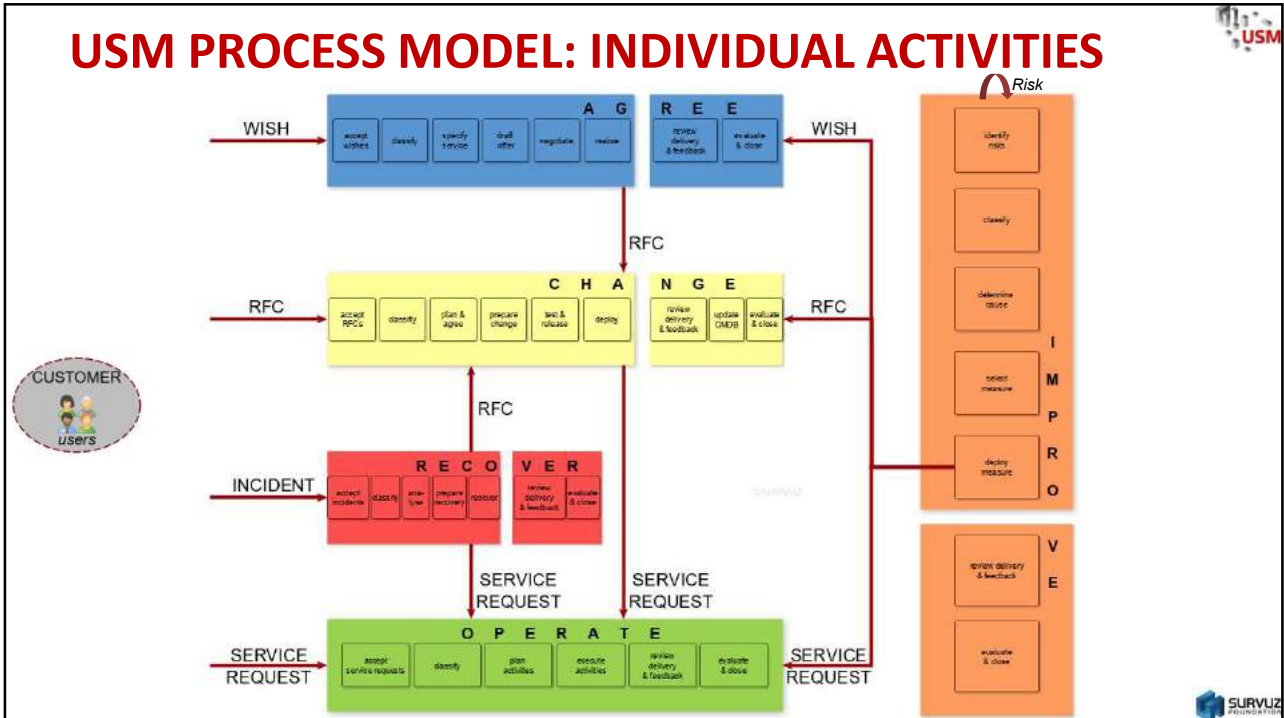
BASED ON PRINCIPLES, AND AT CUSTOMER-DRIVEN LEVEL 4

1. A process describes **WHAT** must happen consecutively, not **WHO** or **HOW**.
2. A process can thus be interpreted with a **verb**.
3. A process can be **counted**.
4. Processes are not dependent on practical **conditions** (◇)
5. Processes have a customer-relevant and unique **goal**.
6. A process can be divided into **sub processes**, but that does not change the process.
7. A **process model** organizes the processes.
8. An **integral** process model includes all activities for managing services.
9. In an **integrated** process model each activity occurs only once.
10. The activities are supervised by **process control**.

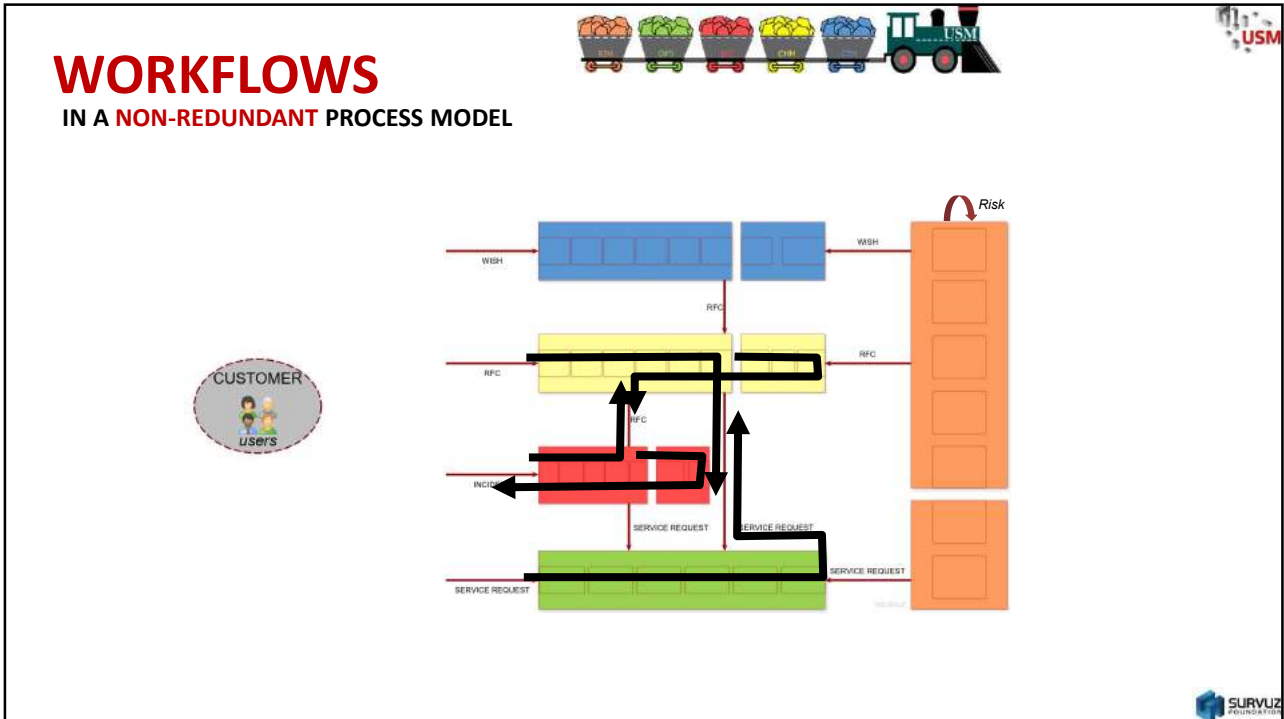
26



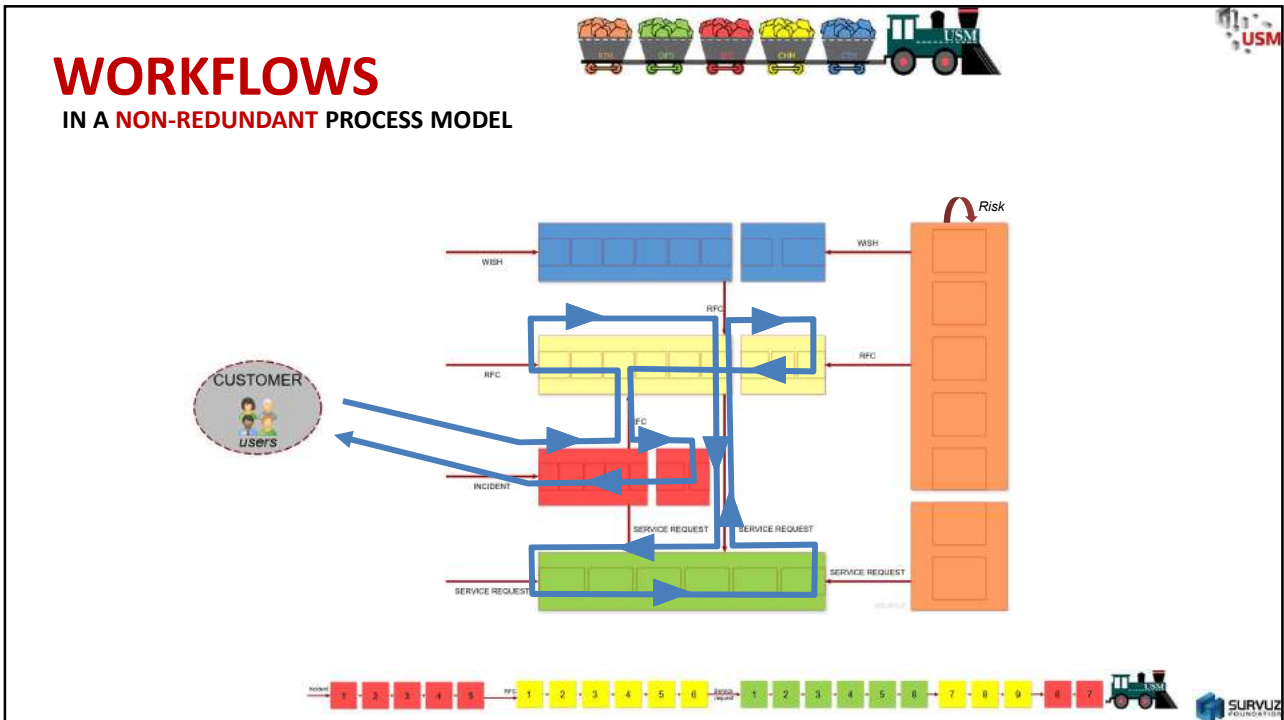
29



30



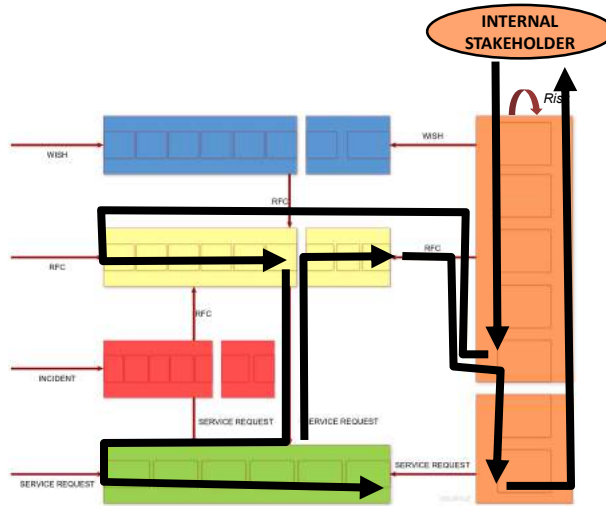
31



32

WORKFLOWS

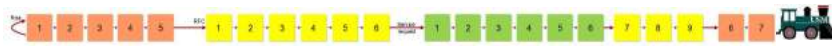
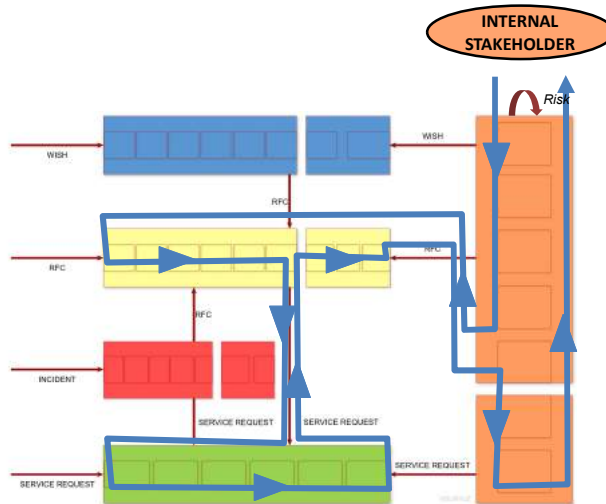
IN A NON-REDUNDANT PROCESS MODEL



33

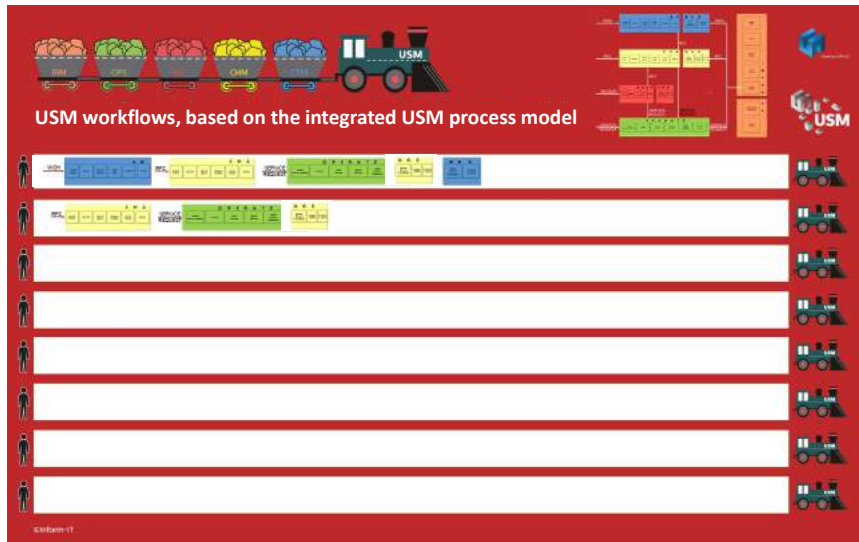
WORKFLOWS

IN A NON-REDUNDANT PROCESS MODEL



34

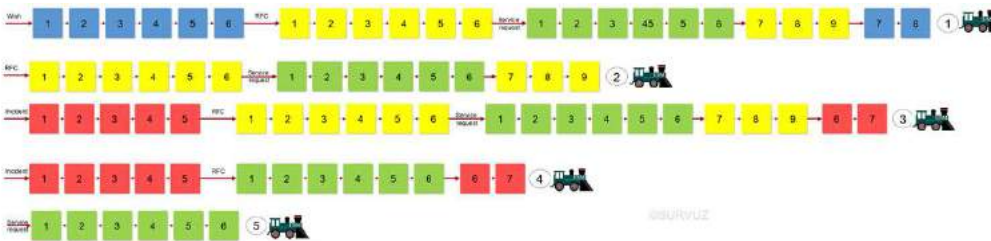
USM GAMEBOARD – miro



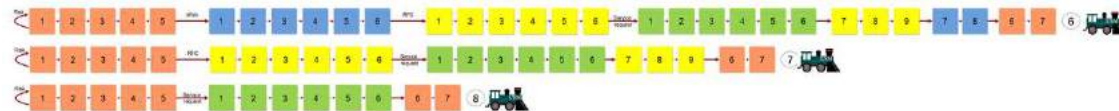
35

8 USM WORKFLOWS

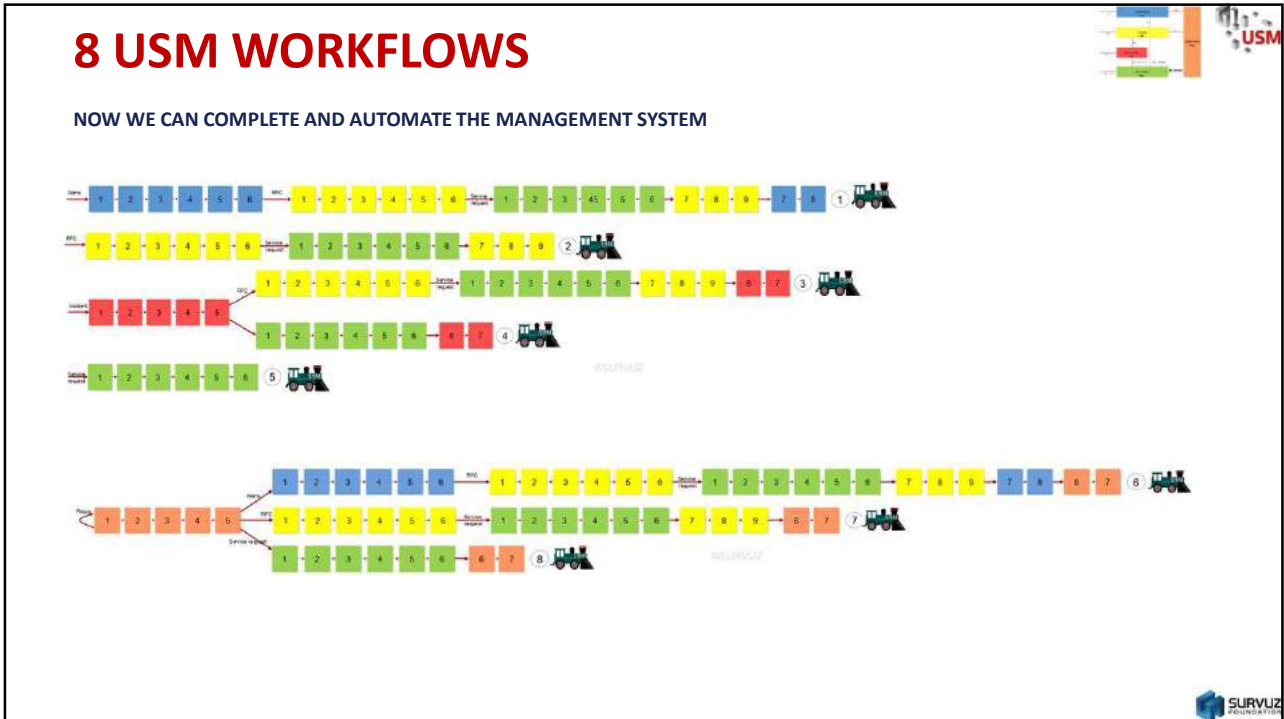
5 WORKFLOWS CAN BE TRIGGERED BY **EXTERNAL DEMAND** (REACTIVE)



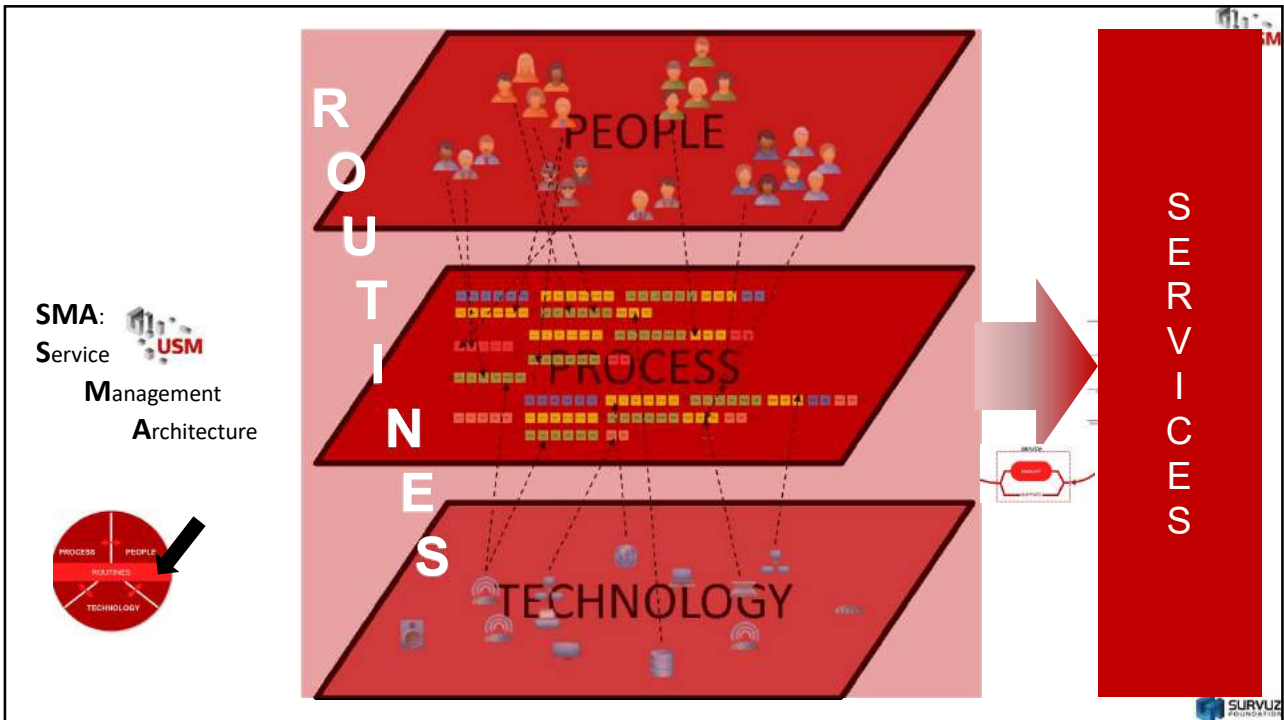
3 WORKFLOWS ARE TRIGGERED BY **INTERNAL DEMAND** (PROACTIVE)



36



37



38

8 TEMPLATES FOR WORKFLOWS



Activity Who How

CTM 1 Accept wish
CTM 2 Classify

Activity Who How

CHM 1 Accept RFC
CHM 2 Classify
CHM 3 Plan & agree

Activity Who How

INC 1 Accept incident
INC 2 Classify
INC 3 Analyse
INC 4 Prepare recovery
INC 5 Recover

Activity Who How

OPS 1 Accept service requests
OPS 2 Classify
OPS 3 Plan activities

Activity Who How

RIM 1 Identify risks
RIM 2 Classify
RIM 3 Determine cause
RIM 4 Select measure
RIM 5 Implement measure

Activity Who How

CTM 1 Accept wish

Activity Who How

RIM 1 Identify risks
RIM 2 Classify
RIM 3 Determine cause
RIM 4 Select measure
RIM 5 Implement measure

Activity Who How

RIM 1 Identify risks
RIM 2 Classify
RIM 3 Determine cause
RIM 4 Select measure
RIM 5 Implement measure

Activity Who How

OPS 1 Accept service requests
OPS 2 Classify
OPS 3 Plan activities
OPS 4 Execute activities
OPS 5 Review delivery & feedback
OPS 6 Evaluate & close

Activity Who How

RIM 1 Identify risks
RIM 2 Classify
RIM 3 Determine cause
RIM 4 Select measure
RIM 5 Implement measure
OPS 1 Accept service requests
OPS 2 Classify
OPS 3 Plan activities
OPS 4 Execute activities
OPS 5 Review delivery & feedback
OPS 6 Evaluate & close
RIM 6 Review delivery & feedback
RIM 7 Evaluate & Close

39

8 TEMPLATES FOR WORKFLOWS



How do I recover a crashed hard drive?

How do I draw up a new annual Team plan?

How do I deliver a passport?

How do I replace a flickering TL tube?

How do I give a user access to an application?

How do I replace a flat tire?

How do I raise a sewerage tax?

How do I create a new workplace?

How do I create a database export?

How do I repair a broken street light?

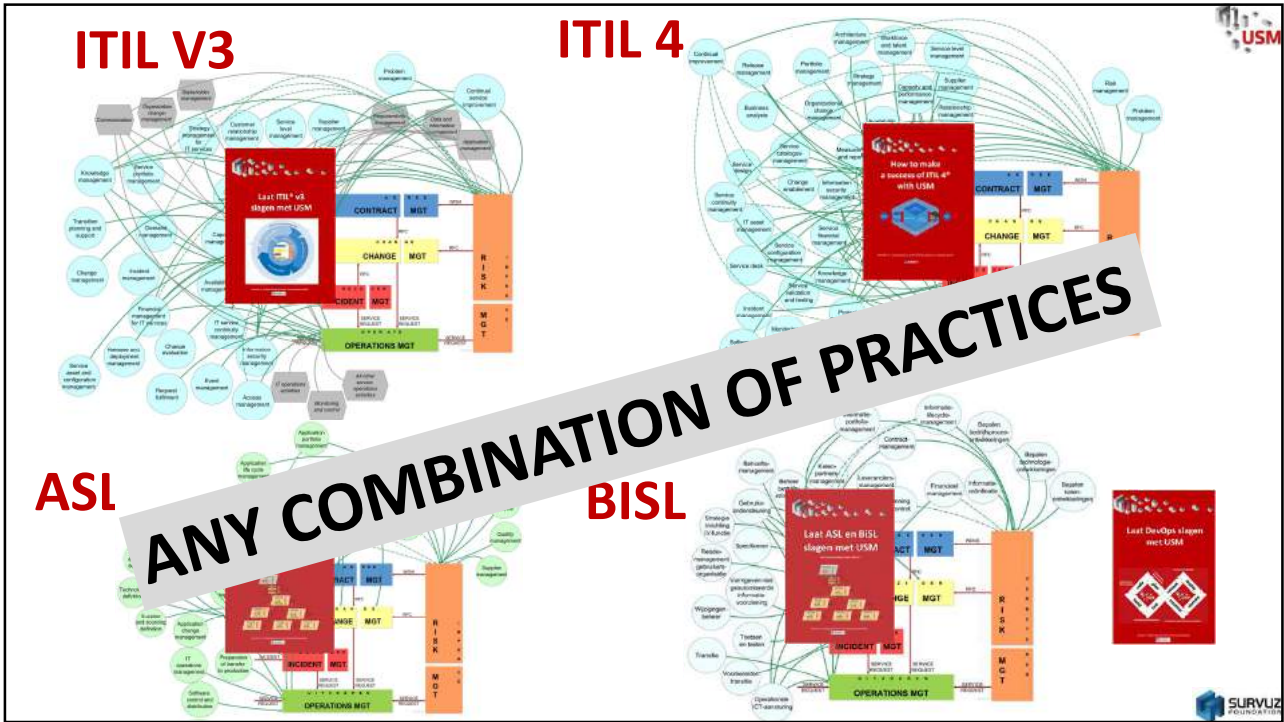
How do I update the antivirus software?

How do I expand a user's disk space?

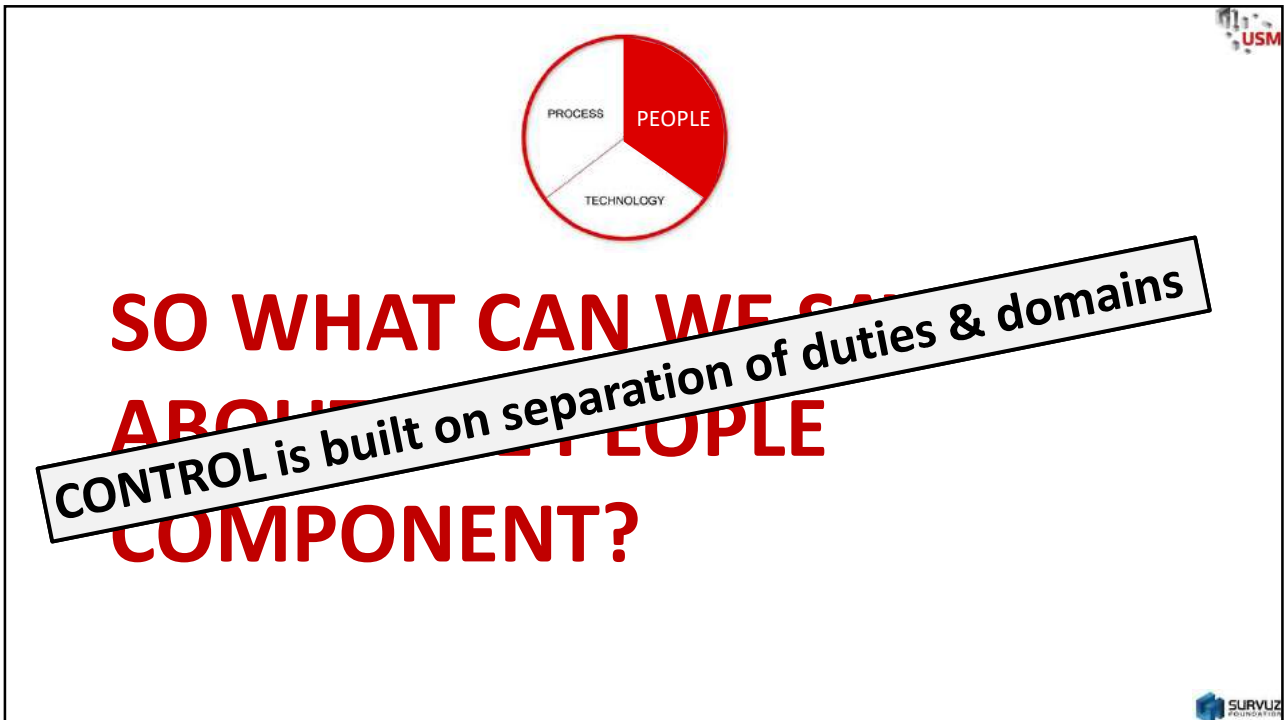
What to do when the garbage wasn't collected in time?

ALL PRACTICES OF YOUR ORGANIZATION

40

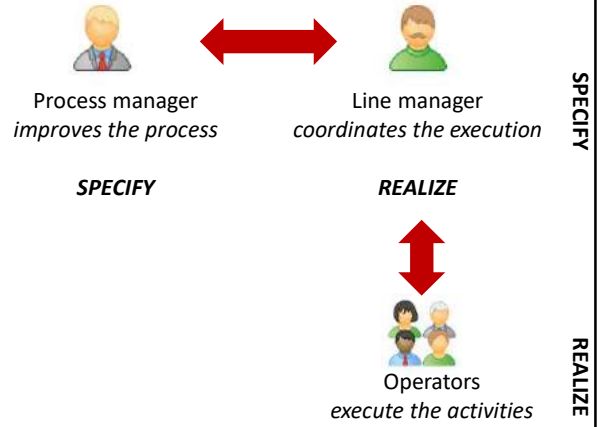
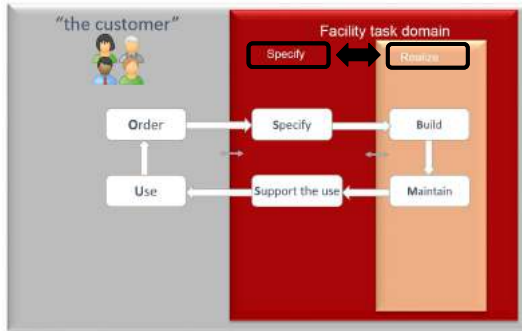


41



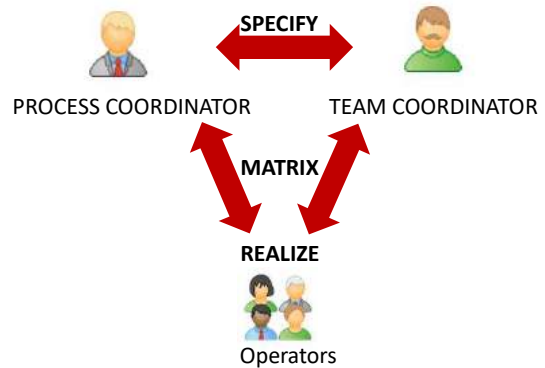
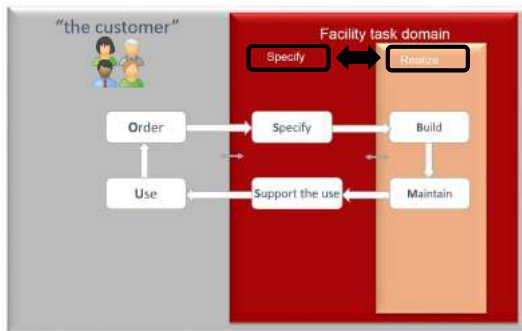
42

CONTROL BY SEPARATION OF DUTIES & DOMAINS



43

CONTROL BY SEPARATION OF DUTIES & DOMAINS



44



WHAT CAN WE SAY ABOUT TECHNOLOGY?



45

TOOLING

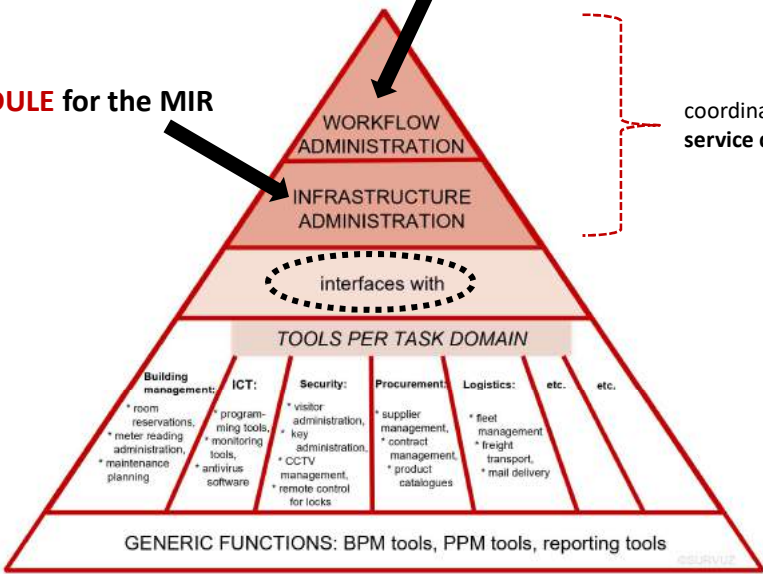
YOU ONLY NEED TWO MODULES

ONE MODULE for the MIR (CMDB)

ONE MODULE for 8 templates of the USM workflows

coordination of service delivery

execution of operational activities (automation)



WORKFLOW ADMINISTRATION


INFRASTRUCTURE ADMINISTRATION

interfaces with

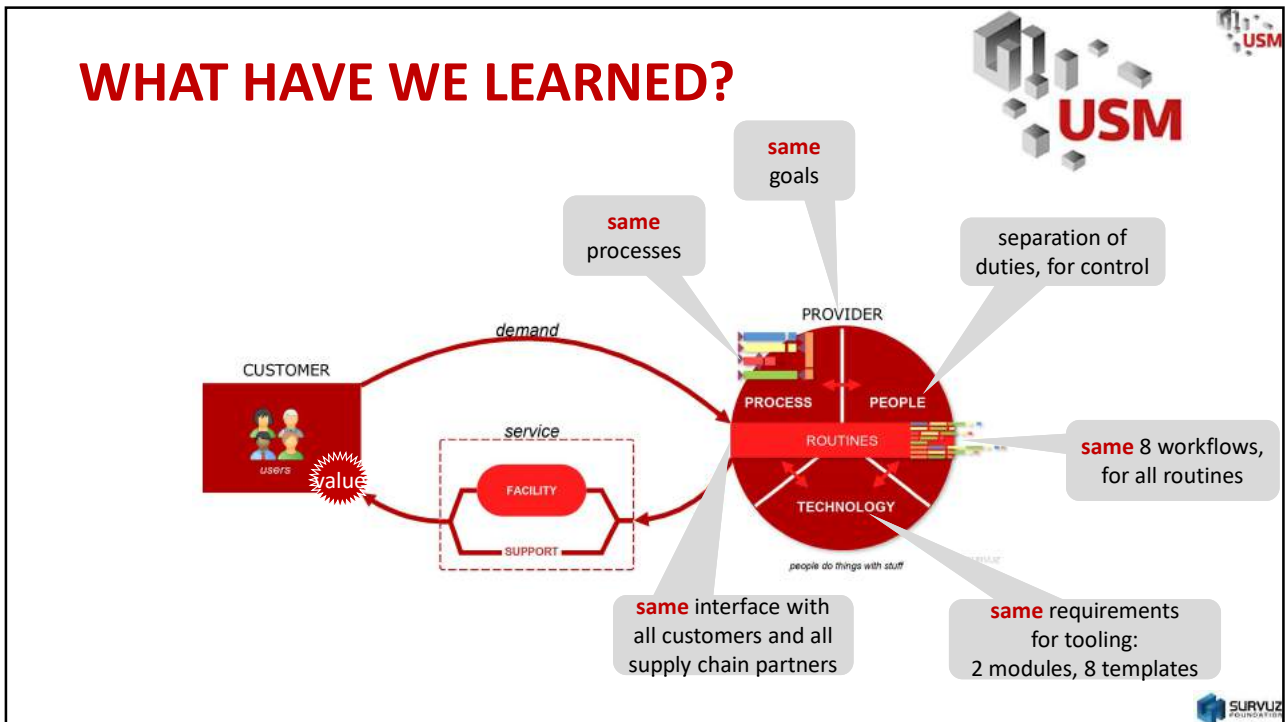
TOOLS PER TASK DOMAIN

Building management: * room reservations, * meter reading administration, * maintenance planning	ICT: * programming tools, * monitoring tools, * antivirus software	Security: * visitor administration, * key administration, * CCTV management, * remote control for locks	Procurement: * supplier management, * contract management, * product catalogues	Logistics: * fleet management * freight transport, * mail delivery	etc.	etc.
--	--	--	---	--	------	------

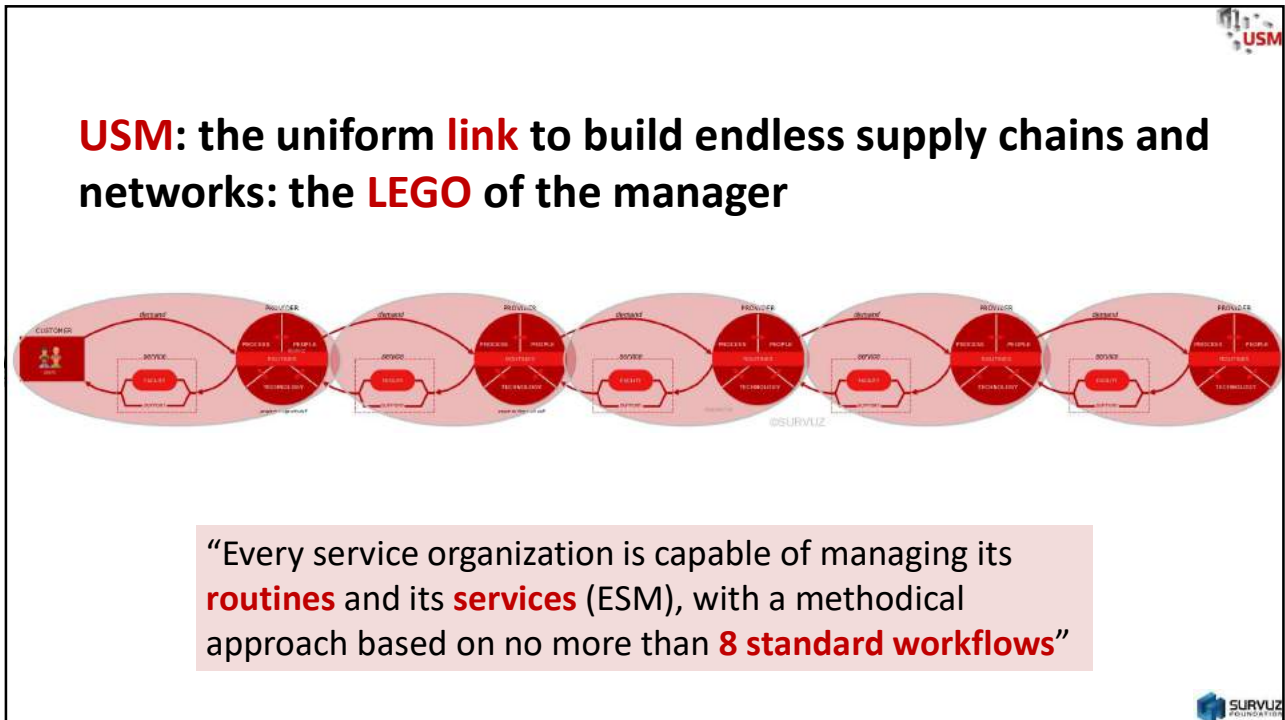
GENERIC FUNCTIONS: BPM tools, PPM tools, reporting tools



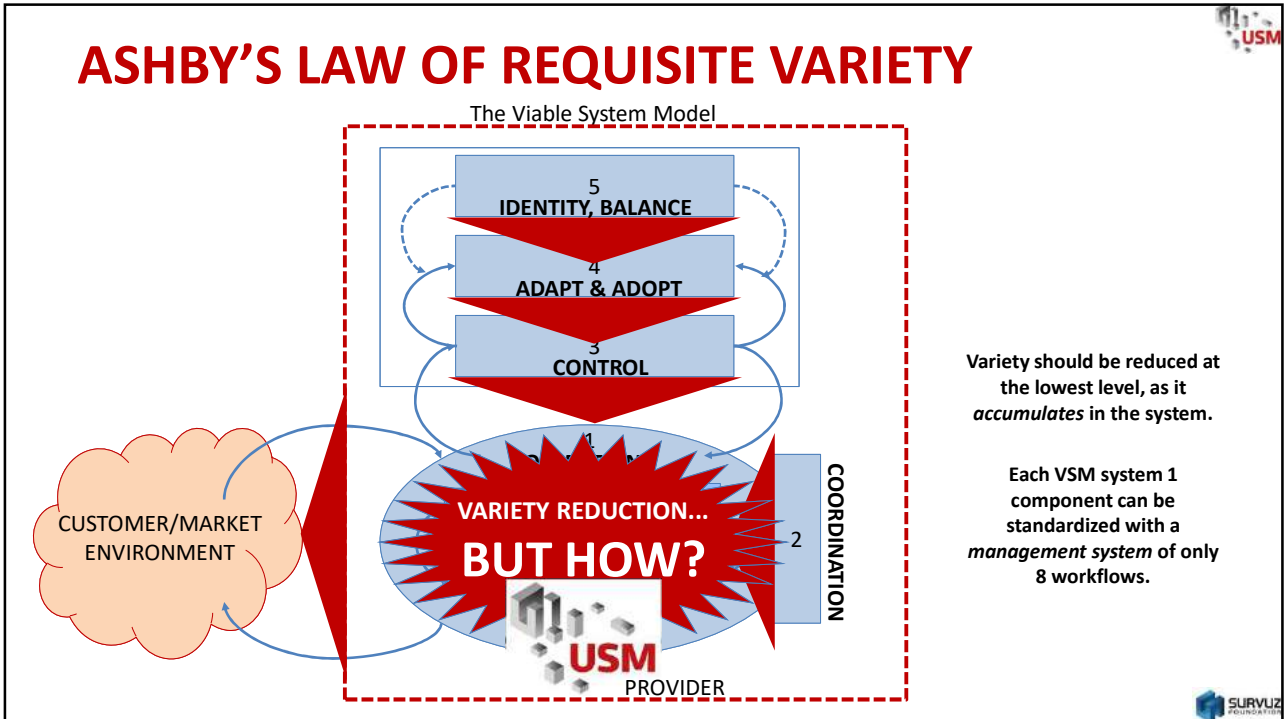
46



47



48



49

USM USERS CAN GET:

- the USM process **model**
- the **templates** for the USM workflows, the five call types, a RACI, prioritization schemes, etc.
- the **graphics** from the USM book
- and several **guides** to extend your knowledge

Navigation USM resources

- Introduction
- [Templates for prioritizing](#)
- [Templates for categorizing](#)
- [Templates for change impact analysis](#)
- [Templates for calls](#)
- [Templates for USM RACI](#)
- [Templates for USM workflows](#)
- [Template Service Agreement structure](#)
- [USM images and USM process model](#)
- [Practices and cases](#)
- [Guidance for process goals](#)
- [Guideline for handling workarounds](#)
- [Guideline customer consultation](#)
- [Priorities with multiple clients/services](#)

Templates for USM workflows (USM User)

The USM process model has only eight workflows. The location and content for handling operations will vary for the benefit of the user, and these procedure worksheets for handling operations are standardized.

Each workflow template is available in PDF form. A PDF is a digital process. An update, a control requires an update.

In the event of an update, new worksheets can be followed, depending on whether a change is required for the process.

The images of each workflow are shown on the bottom of the page. The template of each workflow can be downloaded as a PDF file from the website. The template can also be viewed online in the website. With this template, you can compare the template of the workflow.

- USM workflow 1 (download or view online)
- USM workflow 2 (download or view online)
- USM workflow 3 (download or view online)
- USM workflow 4 (download or view online)
- USM workflow 5 (download or view online)
- USM workflow 6 (download or view online)
- USM workflow 7 (download or view online)
- USM workflow 8 (download or view online)

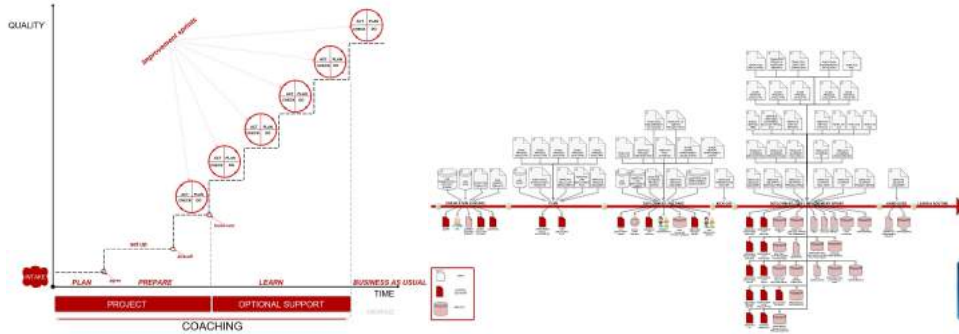
USM images and USM process model (USM User)

Control and change management in a viable system requires that the system be able to adapt to its environment.

50

USM COACHES CAN GET:

- A detailed USM Deployment Plan & Roadmap
- An extensive USM Project Toolkit



Navigation USM Coach



- Foreword & profile
- Customer case
- **APPROACH**
- Profiles in the project
- Deliverables
- USM-scans
- **INTAKE**
- Orientation on USM
- Current routines (high level)
- The global dot on the horizon
- Offer
- **1. PLAN**
- 1.1 Details of the current routines
- 1.2 The explicit dot on the horizon
- 1.3 USM Deployment Plan
- 1.4 The Clients agrees
- **2. PREPARE**
- 2.1 USM Roadmap
- 2.2 Set up
- 2.3 First improvement sprint
- 2.4 Start activities SERVICES team
- 2.5 Start activities PROCESS team
- 2.6 Start activities TOOL team
- 2.7 Start activities PROJECT team
- 2.8 Start activities MT
- 2.9 Hand-over
- **3. LEARN**
- 3.1 Improvement sprint - PLAN
- 3.2 Improvement sprint - DO
- 3.3 Improvement sprint - CHECK
- 3.4 Improvement sprint - ACT
- **4. BUSINESS AS USUAL**



51

USM TRAINERS CAN GET:

- All training **slide decks**
- **Hard-copy** exercises and game boards
- **Online** exercises and games



Navigation USM trainer



- Introduction
- Slides
- Handouts
- Paper exercises
- Online exercises
- Evaluations
- Exams



52

EDUCATION INSTITUTES CAN GET:

- Custom **online learning environment** for service management
- **Flash video lectures** and slide decks for **custom lectures**
- Slide decks for **Readers**
- All **USM templates & images**
- Hard-copy and online **exercises** and **game boards**
- Separated **teacher/student** environment



Navigation USM Teacher



Introduction

Resources:

1. USM Curriculum
2. Templates of the USM workflows
3. USM Images
4. Video "Setting a process"
5. Video "Stuck on an escalator"
6. Video "Pitstop"

Flash lectures:

1. What is service delivery?
2. What is a service?
3. What is a facility?
4. What is support?
5. How is a service provider constructed?
6. The service provider's routines
7. The process model and workflows
8. The individual processes
9. How to organize a service provider?
10. Technology resources of a service provider

Slide decks:

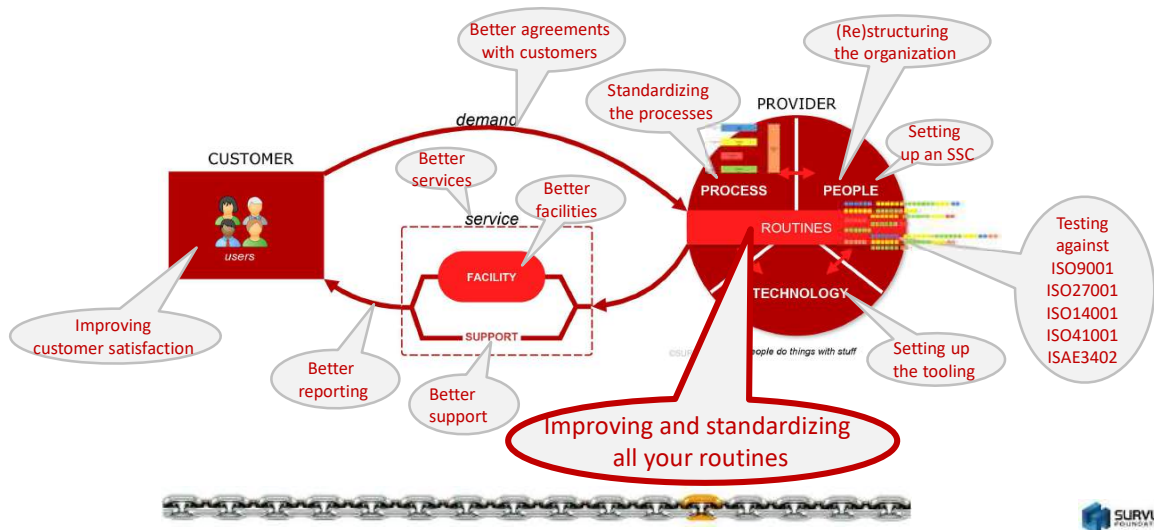
1. Slides with Reader ITIL 4 & USM
2. Slides with Reader DevOps & USM
3. Slides with ASL and BSL & USM

Exercises:

1. ABC card game
2. Principle or practice?
3. Service specification
4. Servitization
5. Service systems
6. Restructuring the SLA
7. Process goals CHM
8. Managed infrastructure registrar (CMDB)
9. Steaming on incident phases
10. Process control
11. Process audit
12. Cases for the USM board game
13. Work instruction Software update
14. RAG
15. Cross-references USM
16. USM assessment tool
17. "Back-action"

53

HOW WILL YOU USE USM FOR VARIETY REDUCTION? COMPLEXITY



54