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Raising Incidents to Problems and Organization 101

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Agenda

Paths to Creating a Problem

Problem Management Definition

Structured Problem Analysis

Coaching Loops

5 Why’s

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Definition of a Problem

- A Problem is the unknown, underlying cause of one or more Incidents
- A Known Error is a Problem that has been successfully diagnosed and for which a work-around and/or a permanent solution has been identified

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Difference Between Incident and Problem Management

- Problem Management differs from Incident Management in that its main goal is the detection of the underlying causes of an Incident and their subsequent resolution and prevention

  “Root Cause Analysis”

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Problem Management Activities

- Problem control
- Error control
- The proactive prevention of Problems
- Identifying trends
- Obtaining management information from Problem Management data
- Major Problem reviews

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Problems Are Identified When …

- Analyzing Incidents as they occur (reactive Problem Management)
- Analyzing Incidents over differing time periods (proactive Problem Management)
- Analyzing the Infrastructure
- Information provided by developers/vendors when new products are introduced

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Definition of a Known Error

A condition identified by successful diagnosis of the root cause of a Problem, when it is confirmed that a Configuration Item (CI) is at fault



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Problem Control

The process of identifying, recording, classifying and progressing Problems through investigation and diagnosis, until either ‘Known Error’ status is achieved or an alternative procedural reason for the ‘Problem’ is revealed

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Activities of Problem Control

- Problem identification and registration
  - Incident Matching
- Classification (Category / Priority)
- Allocation of resources (particularly by Functional Managers)
- Investigation and diagnosis
- Root cause determination

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Error Control

The removal, replacement or repair of the CI(s) which caused the Incident / Problem and led to the degradation of the agreed service level, by means of changes to the infrastructure

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Activities of Error Control

- Root Cause Analysis (Determine Solution)
- Communication (Knowledge Management)
- Monitoring
- Integration with Change Management

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Proactive Procedures

- Identification of trends and potential problems (Service Owners have a key role)
- Identifying weak infrastructure CIs (Functional Managers have a key role)
- Initiation of Change to prevent:
  - Problems from occurring
  - Problems from repeating
- Preventing Problems from affecting other areas and systems

REQUIRES HISTORICAL DATA!!

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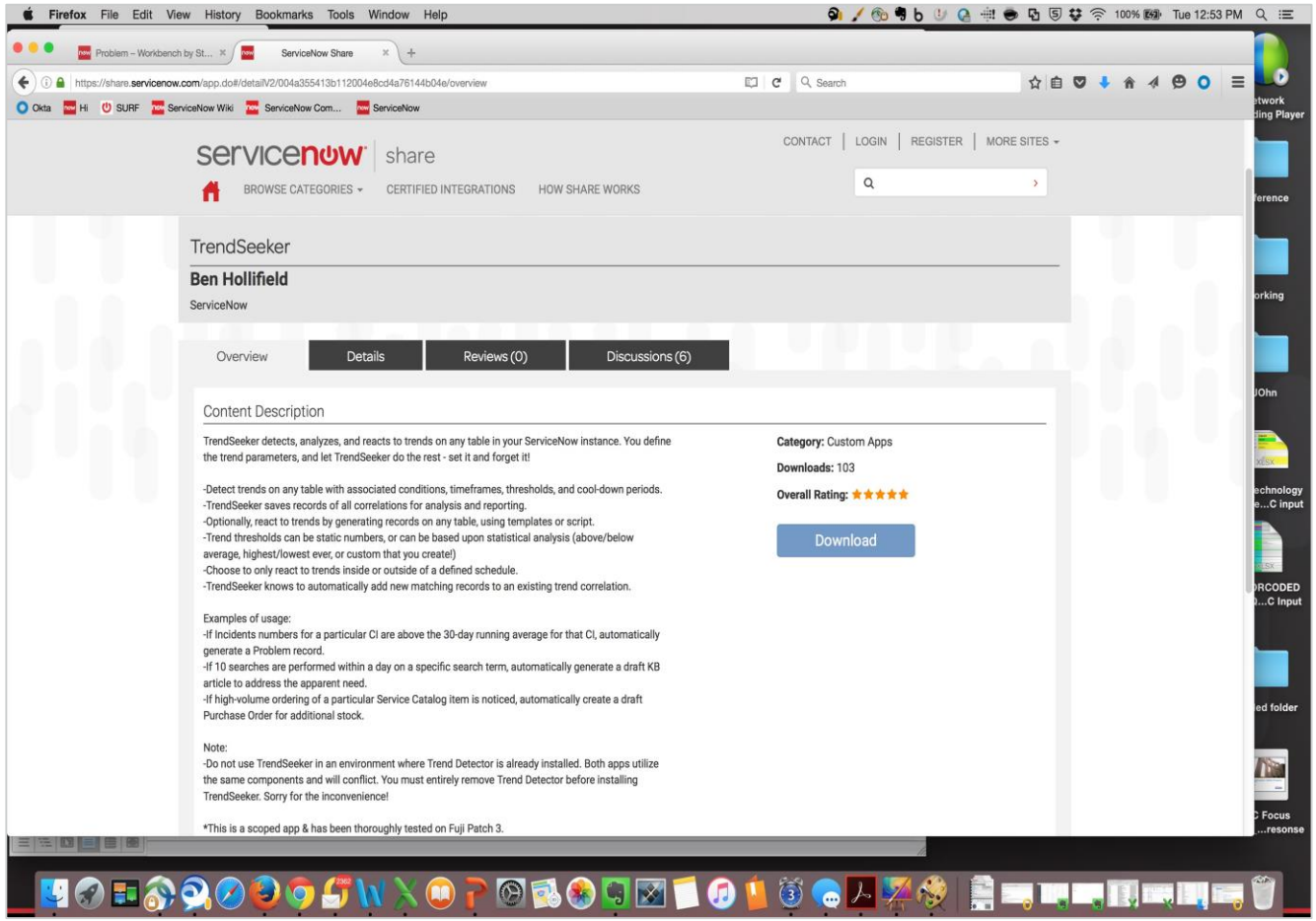
Creation of Problems

Lab Guide pages 1-4

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TrendSeeker

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Creation of Problems Using TrendSeeker

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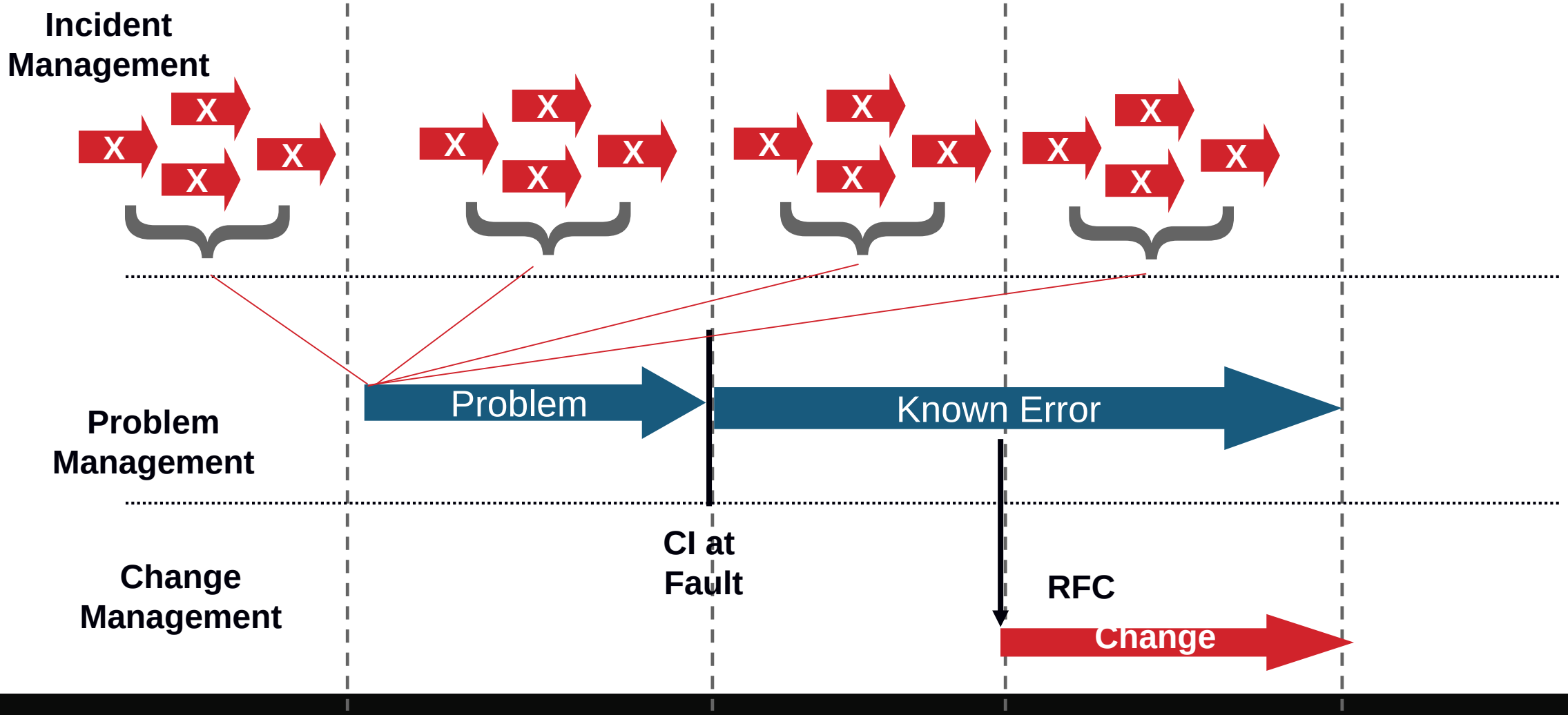
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Structured Approach to Problem Solving

- Kepner-Tregoe
  - Defining the Problem
  - Describing the Problem with regard to identity, location, time and size
  - Establishing possible causes
  - Testing the most probable cause
  - Verifying the true cause

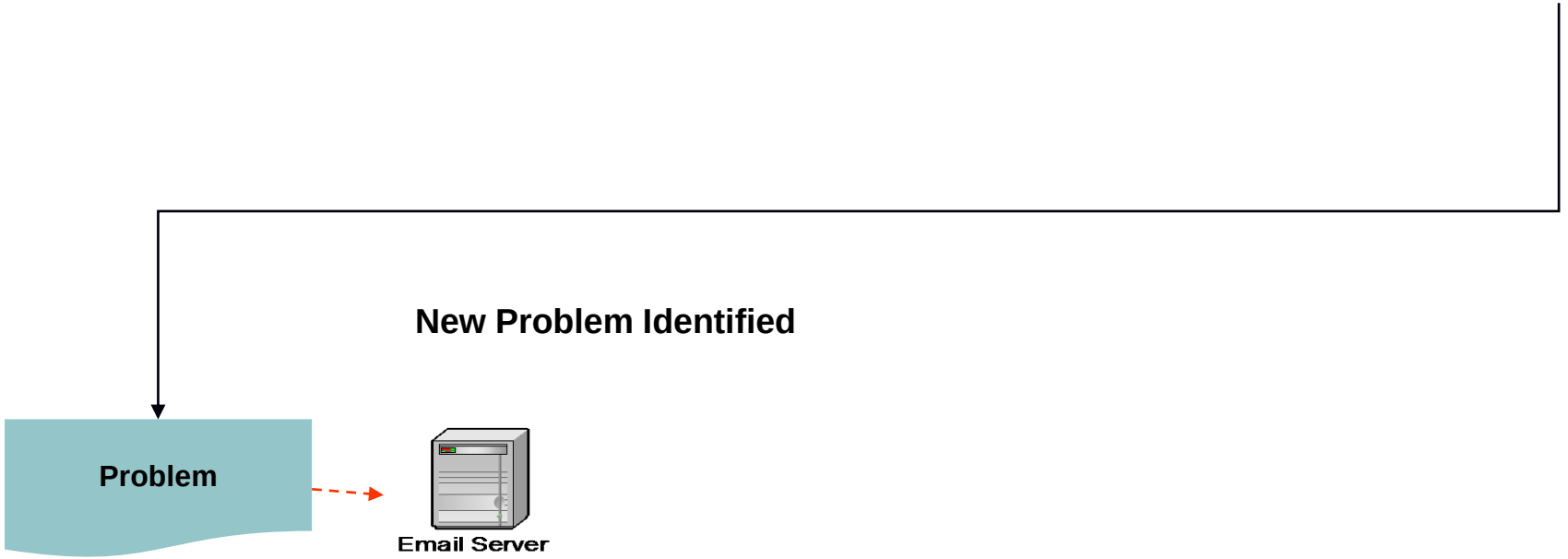
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From Incident(s) to a Problem to a Known Error to a Change



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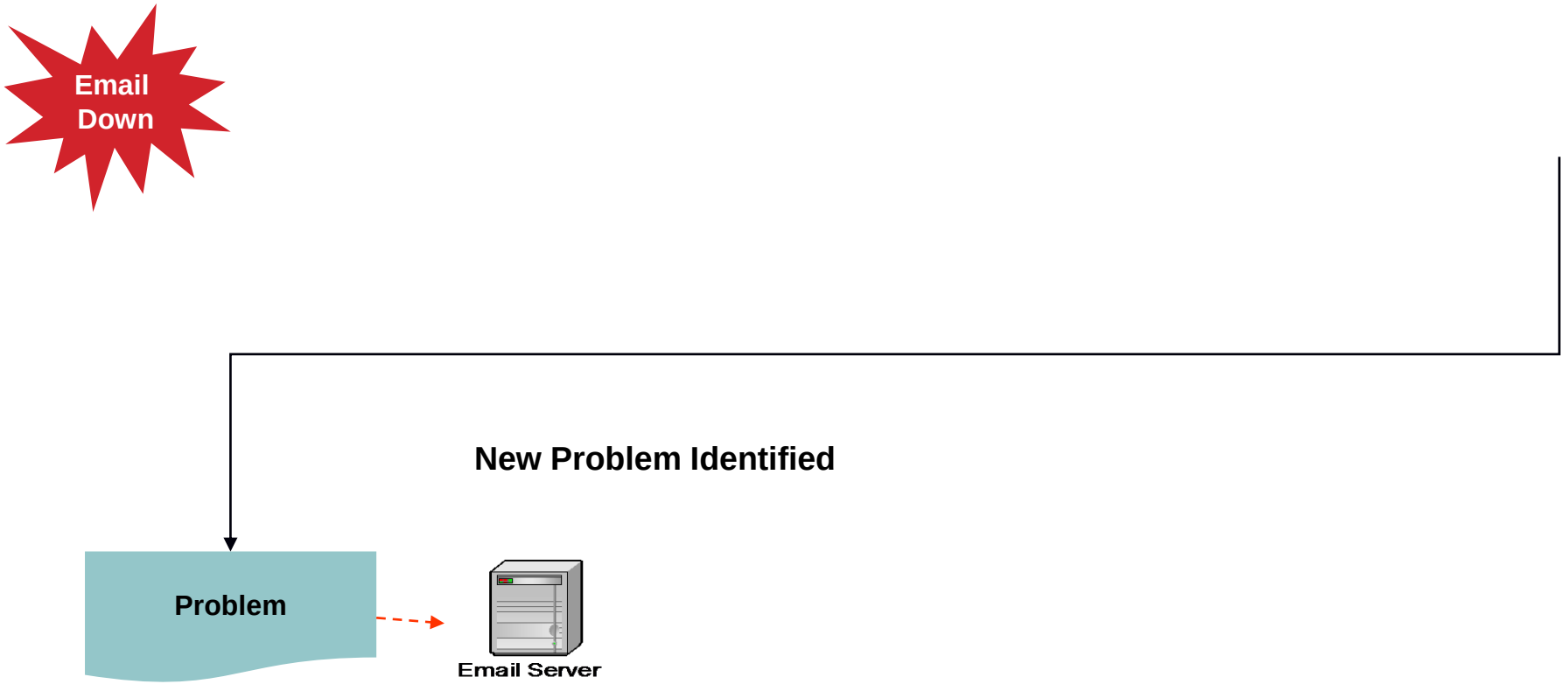
Example Scenario



Root Cause Analysis (Overheating)

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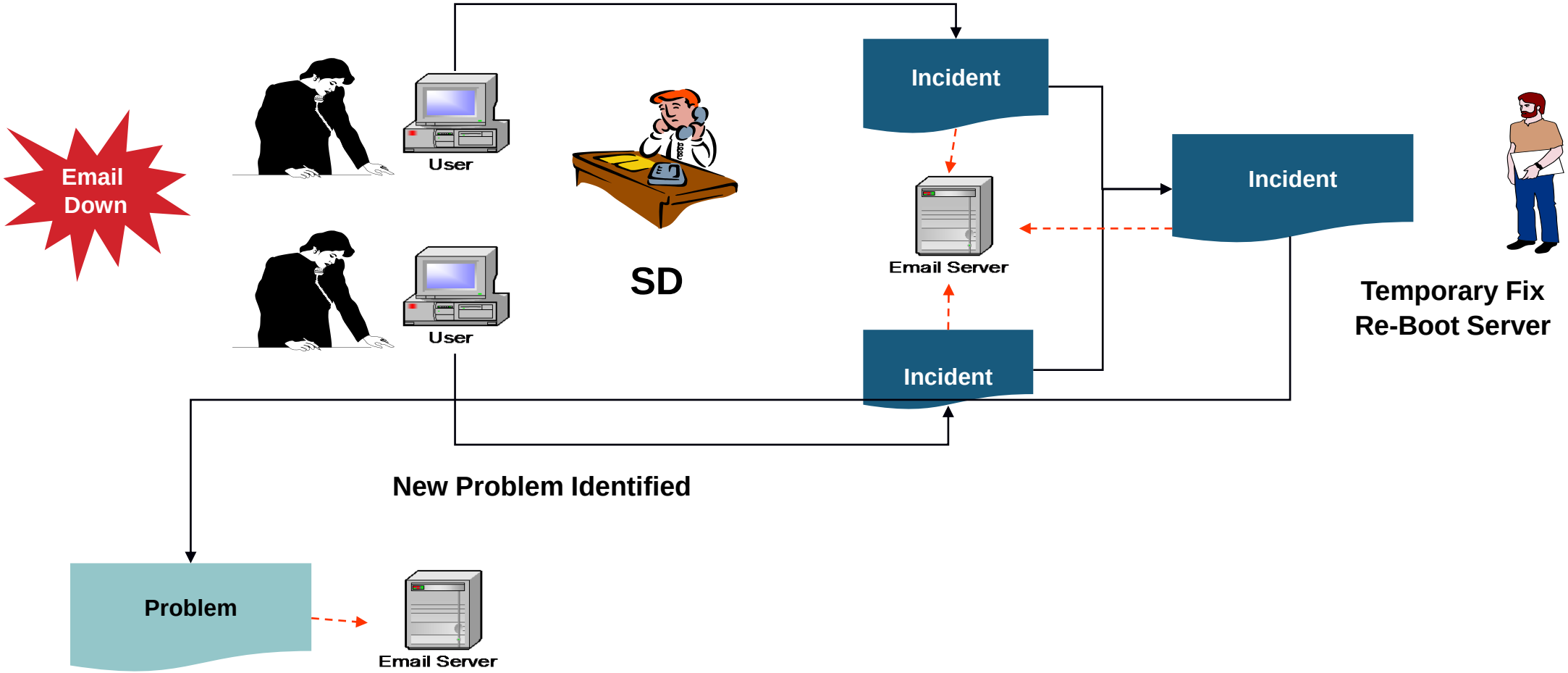
Example Scenario



Root Cause Analysis (Overheating)

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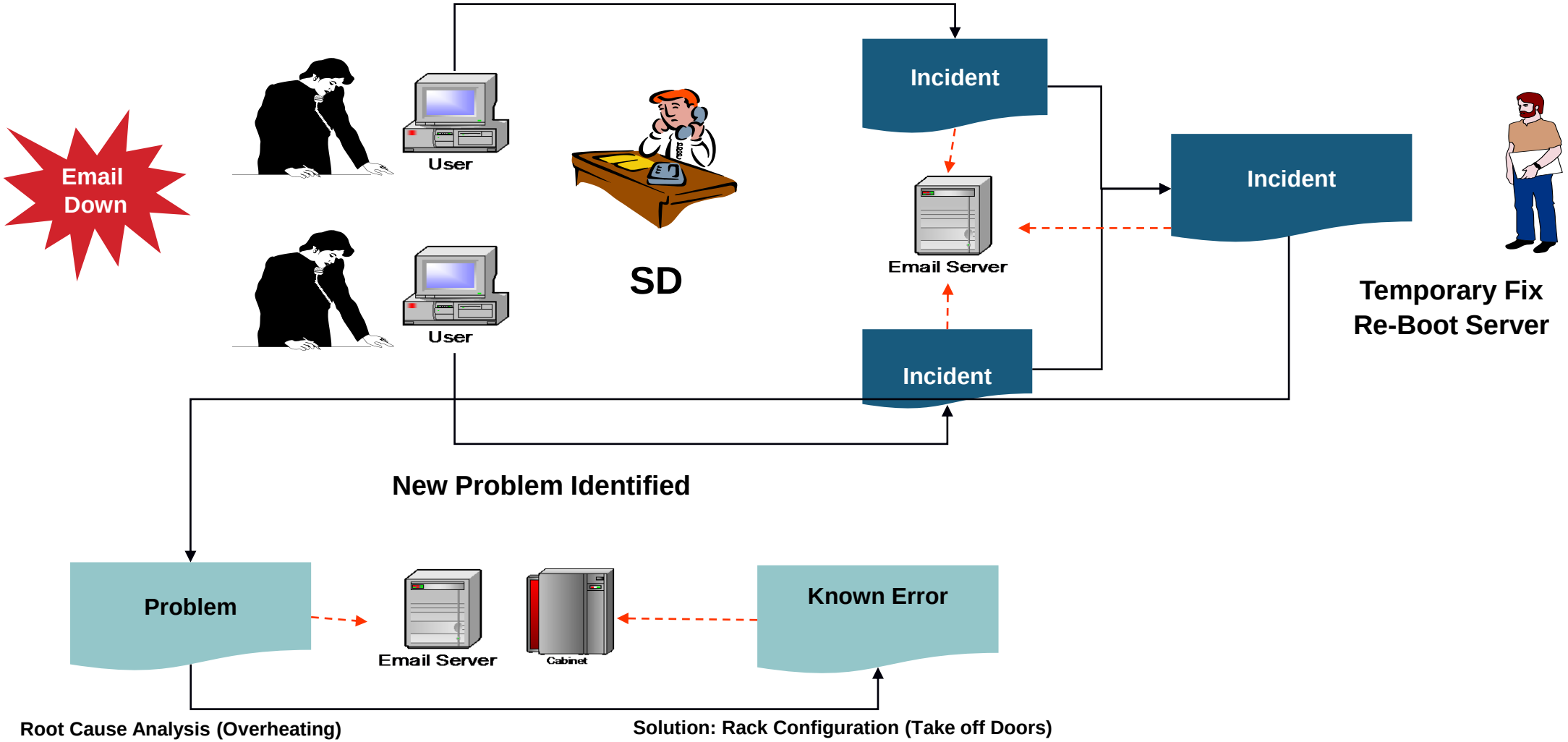
Example Scenario



Root Cause Analysis (Overheating)

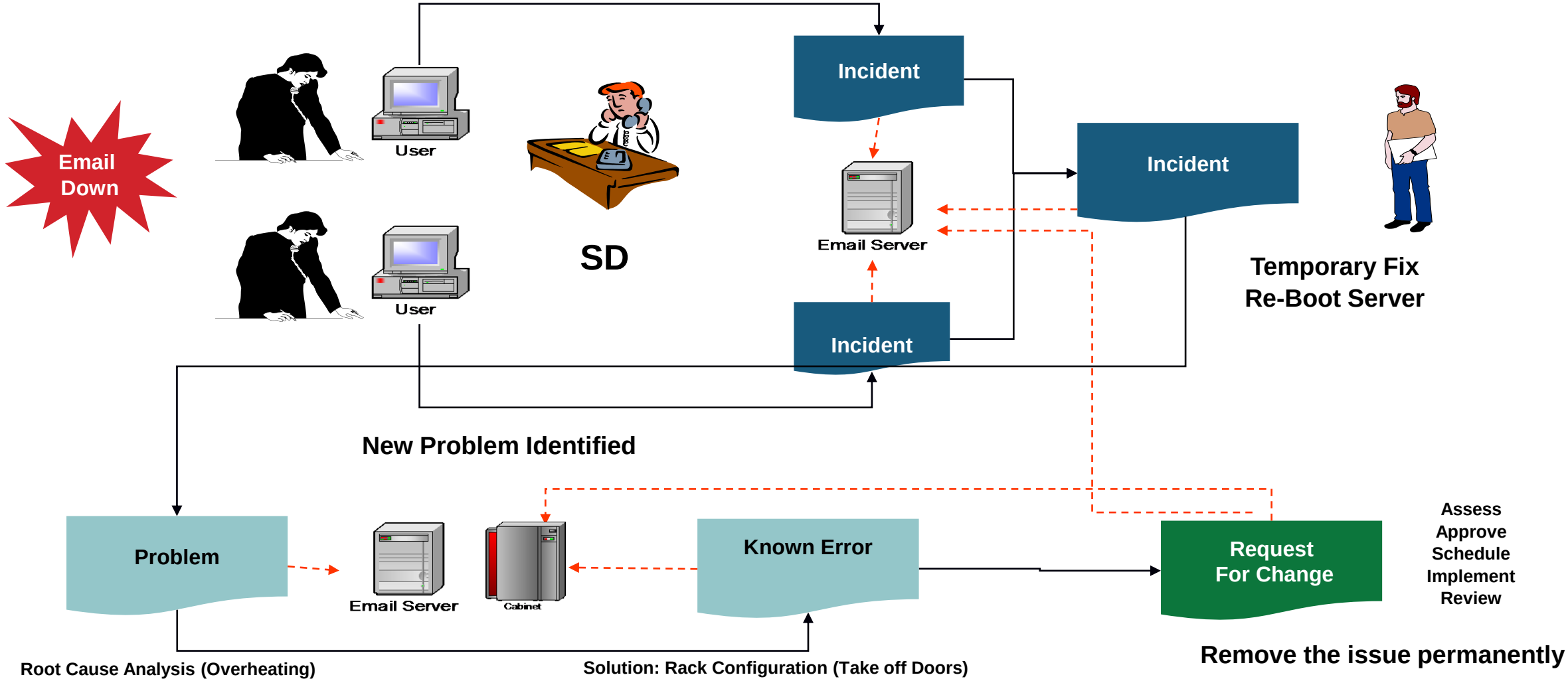
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Example Scenario



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Example Scenario



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KT Structured Problem Analysis

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Coaching Loops

- The coaching loops feature enables a coach to monitor a specific behavior in an individual or group, the coachee, and provide timely feedback so that the coachee can do a better job the next time.
- Coaching loops can be applied to any task-based process in ServiceNow, such as incident management, problem management, and change management. It can be applied to non-task or custom tables as well if the administrator configures a business rule.
- The coaching loops feature was released with the Berlin release. ServiceNow evaluates coaching opportunities against coaching disciplines to generate coaching assessments. When coachees work through a process, such as structured problem management, they perform activities that may be defined as coaching opportunities.

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Practice with Coaching Loops

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5 Whys Approach to Problem Solving

- Write down the specific problem. Writing the issue helps you formalize the problem and describe it completely. It also helps a team focus on the same problem.
- Ask Why the problem happens and write the answer down below the problem.
- If the answer you just provided doesn't identify the root cause of the problem that you wrote down in Step 1, ask Why again and write that answer down.
- Loop back to step 3 until the team is in agreement that the problem's root cause is identified. Again, this may take fewer or more times than five Whys.

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Implementing the 5 Why's

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Problem Management Roles

- Problem Process Owner
- Problem Manager
- Functional Manager
- Service Owner
- Support Group Staff
- Service Desk
- Development Staff
- Vendor / Supplier

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Benefits of Problem Management

- Better first-time fix at the Service Desk
- Departments can show added value to the organization
- Reduced workload for staff and Service Desk (incident volume reduction)
- Better alignment between departments
- Improved prioritization of effort
- Better use of resources
- More control over services provided
- Improved quality of services
- Higher service availability
- Improved user productivity

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Problem Management KPIs

- Percentage reduction in repeat Incidents/Problems
- Percentage reduction in the Incidents and Problems affecting service to users
- Percentage reduction in the known Incidents and Problems encountered
- No delays in production of management reports
- Improved Customer Satisfaction Survey responses on business disruption caused by Incidents and Problems

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Problem Management KPIs (cont'd …)

- Percentage reduction in average time to resolve Problems
- Percentage reduction of the time to implement fixes to Known Errors
- Percentage reduction of the time to diagnose Problems
- Percentage reduction of the average number of undiagnosed Problems
- Percentage reduction of the average backlog of 'open' Problems and errors

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Problem Management KPIs (cont'd …)

- Percentage reduction of the impact of Problems on User
- Reduction in the business disruption caused by Incidents and Problems
- Percentage reduction in the number of Problems escalated (missed target)
- Percentage reduction in the Problem Management budget
- Increased percentage of proactive Changes raised by Problem Management, particularly from Major Incident and Problem reviews

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Top Takeaways

1. Problem Management differs from Incident Management in that its main goal is the detection of the underlying causes of an Incident and their subsequent resolution and prevention. "Root Cause Analysis."

2. Coaching Loops can be used to monitor a specific behavior in an individual or group and provide timely feedback so that they can do a better job next time.

3. We covered two different approaches to Problem Solving:
   - Kepner-Tregoe
   - 5 Whys

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