knowledge14®

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Problem Management – Kepner Tregoe

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KT Kepner Tregoe
Clear thinking for a complex world

servicenow

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Agenda

Overview of KT Structured Problem Analysis

Dive into a problem – Lab 1

Dive into the same problem using the ServiceNow KT plugin – Lab 2

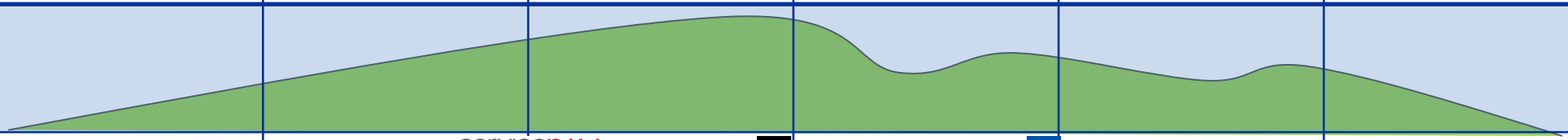
Review Coaching Loops

Review

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servicenow Unlocked through ServiceNow Tool
KT Unlocked through basic KT Plug-in
KT Unlocked through KT Coaching Plug-in

The Infrastructure and Operations Maturity Model

	Level 1 **Survival** Chaotic & Uncoordinated	Level 2 **Awareness** Needs Understood, Basic standards	Level 3 **Committed** Standardization and Common Approach	Level 4 **Proactive** Analyze and improve on performance	Level 5 **Service Aligned** IT completely aligned to business needs	Level 6 **Business Partnership** IT proactively addressing business needs
Resource Investment Required						
People Skills	"Best that I can do"	servicenow Focus on technical skills	KT Common Methodologies for issue resolution	KT Internal Coaching and Facilitation capability	Capabilities inventoried/ mapped against process needs	New capabilities developed in line with future business needs
Process	Everyone does it differently	servicenow Basic Flow SLAs	KT Processes defined at the "how to" level	KT Process performance actively managed by process owners	Continuous improvement approach implemented	Processes managed as a portfolio of integrated "assets"
Technology	Word of mouth Phone Calls Notepad	Basic Monitoring	Documentation/ Creation of an audit trail servicenow	KT Knowledge Centered Support	Infrastructure and Applications consolidated	Predictive Monitoring
Business Management	"Loudest voice" Adhoc/ Reactive	Staff Selection Job roles described	Aligned Performance System KT	Career Path & Personal Development Plans	Qualitative and Quantitative KPIs fully aligned with business	Active need identification and proactive business alignment

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* I&O Maturity Model Attributed to Gartner IT

A Quick Warm-up

I am going to show a question on the screen

I would like everyone to have a chance to answer

Please don't say your answer out loud!

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A Quick Warm-up

Question

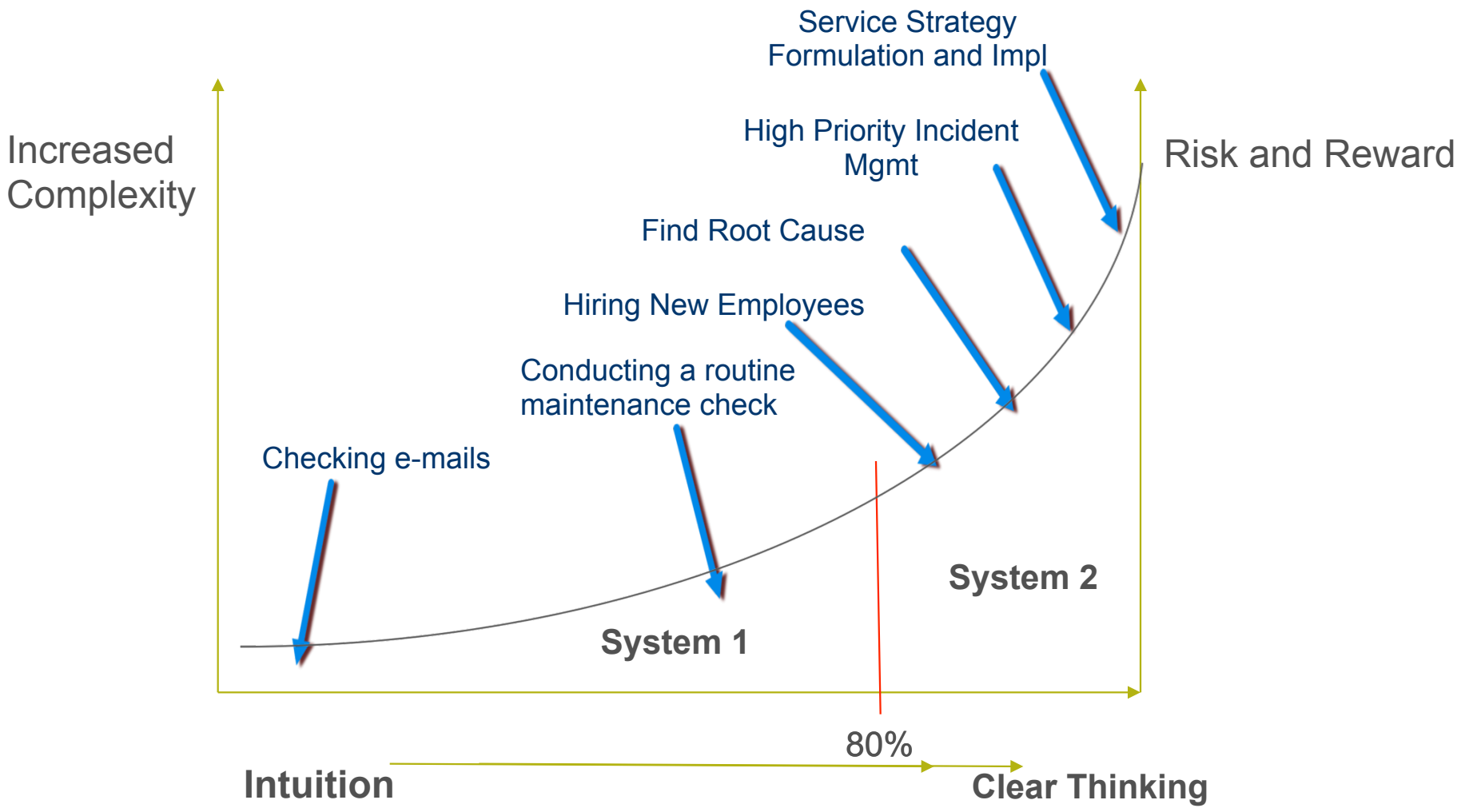
A Bat and a Ball cost $1.10

The Bat Costs $1.00 more than the Ball

How much does the Ball Cost?

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In a troubleshooting environment, error proofing the "effortless" thinking your brain tends to take is very important!



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Why Continue to Improve Operational Maturity?

Meet and Exceed Customer Expectations

- The longer your service is down, the less future income you can generate
- Clear thinking, structured documentation and common language directly promote:
  - Fewer individuals being on a call – including less management oversight
  - Faster resolution of the incident / problem
  - Clearer communication with the customer & Improved first time fix rate

Drive Efficiency

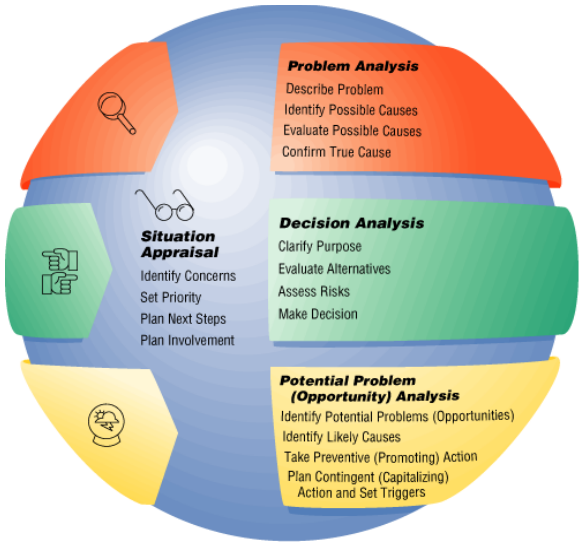
- Using high level technical resources is expensive
- Empowering the less experienced resources to solve problems quickly results in:
  - fewer escalations & faster time to resolve/restore
  - increased confidence per engineer
  - Reduced cost per case/ticket

Retain Knowledge

- Cases that are structured are easier to read, understand, and re-use
- More knowledge is shared and this can extend to the customer = call avoidance

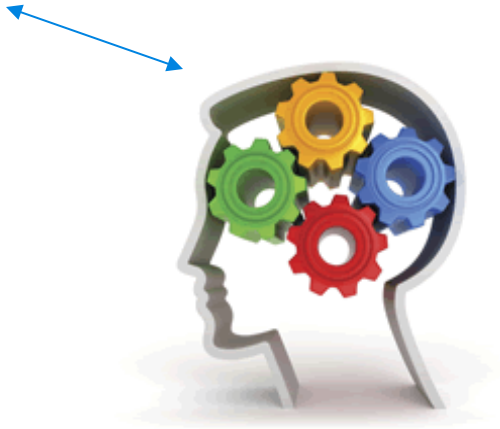
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What Does Structured Thinking Look Like?



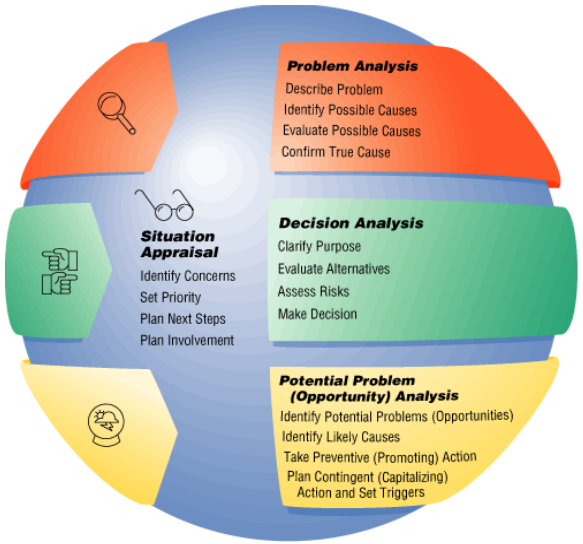
KT provides a framework.

The framework allows an individual to improve the consistency with which they apply their technical expertise.



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What Does Structured Thinking Look Like?

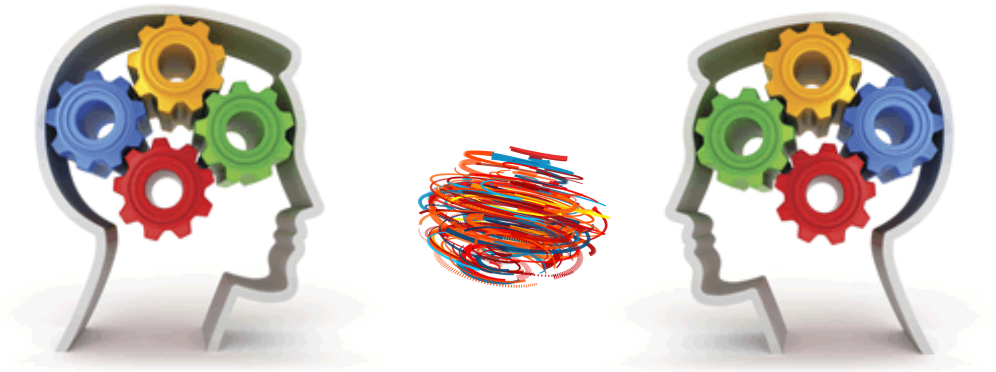


KT provides a framework.

The framework allows an individual to improve the consistency with which they apply their technical expertise.

It also improves communication by providing a common language framework in which to speak to others.

This helps retain event knowledge so that future incidents can be prevented, customer impact quickly removed, and root cause quickly found



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What Does Structured Thinking Look Like?



These skills are not new.

Everyone uses components of these processes subconsciously

The KT approach helps to bring alignment, clear thinking, and focused troubleshooting to conference calls, meetings, projects, and tasks.

The best part – is that this is easily documented in ServiceNow through a simple plug-in.

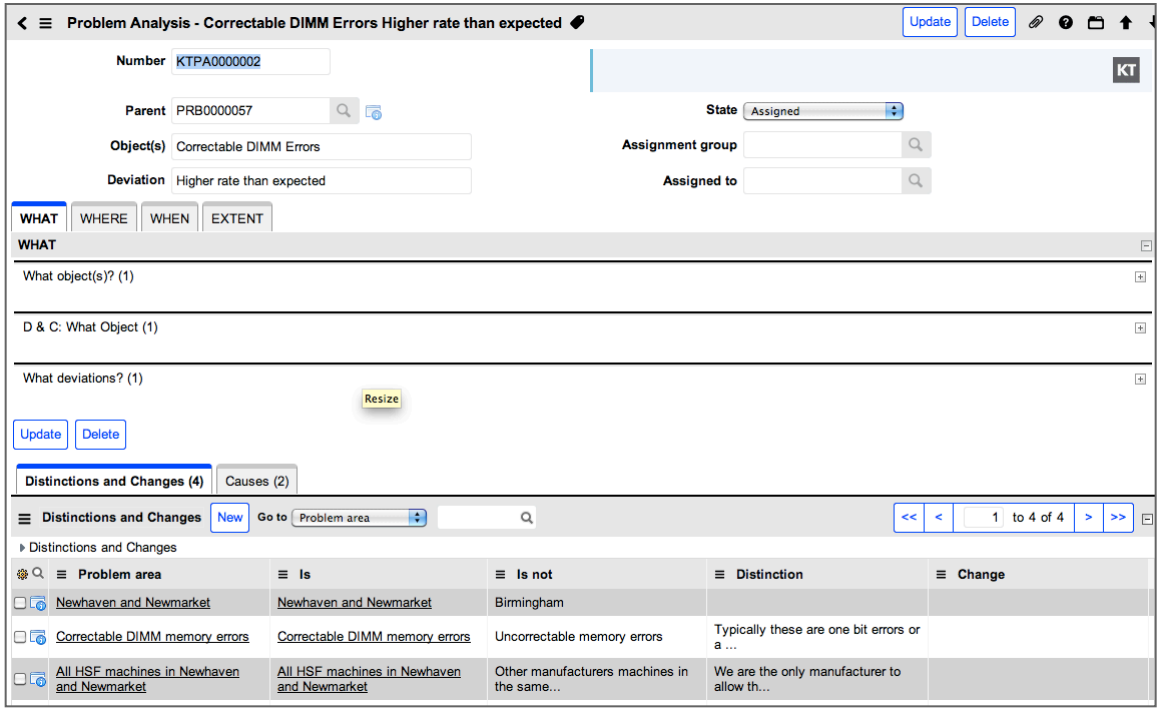
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Lab 1

Review the problem individually or in groups of 2-3.

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Service Operations: What Does Structured Thinking Look Like?



Improves logical thinking and the search for relevant changes by utilizing two column approach:

– IS and IS NOTs

Improved consistency of data capture by organizing information in four dimensions:

- **What**
- **Where**
- **When**
- **Extent / How Much**

Allows for entry of unique data between items that have the problem, and those that do not.

Allows for logical testing of possible causes that engineers come up with to save time, resources, and repeated discussions.

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Service Operations: What Does Structured Thinking Look Like?

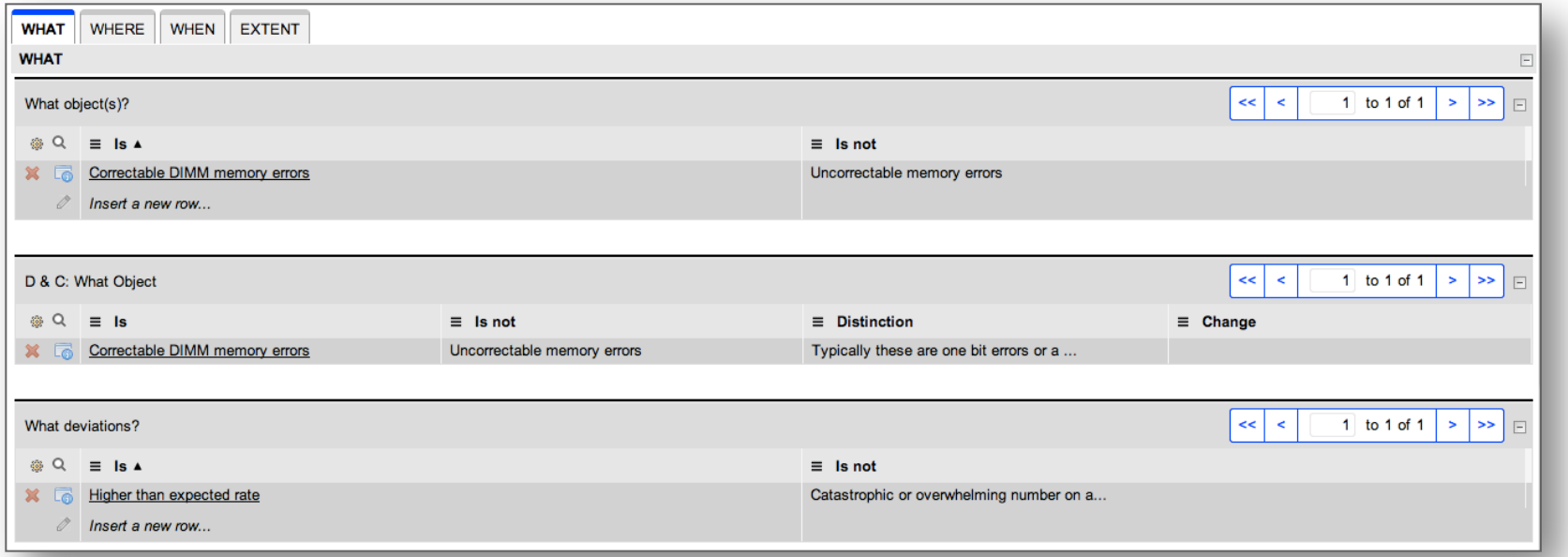
What would you rather read?

Unstructured Thinking

DPM application is not available at both DC & HQ sides, but 80% or more of the data has not updated for 0 to 4 hours at 1 or more DC's IMOD was not informed about this issue until after 4 hours elapsed. Informed Incident Manager for Distribution

OR

Structured Thinking



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Lab 2

Review the problem individually or in groups of 2-3.

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Proven Client Results – Short Timeframes

Major US retailer

- 4 Months: Reduced variability of MTTR on Priority 1 & 2 incidents by 50%

Major smartphone manufacturer

- 6 Months: Increased customer satisfaction by 24 Points
- 8 Months: Decreased time to resolve by 40%

Siemens

- Using a single problem analysis, solved plant defect that persisted for years – $2.8 Million in annual savings

DRS Optronics

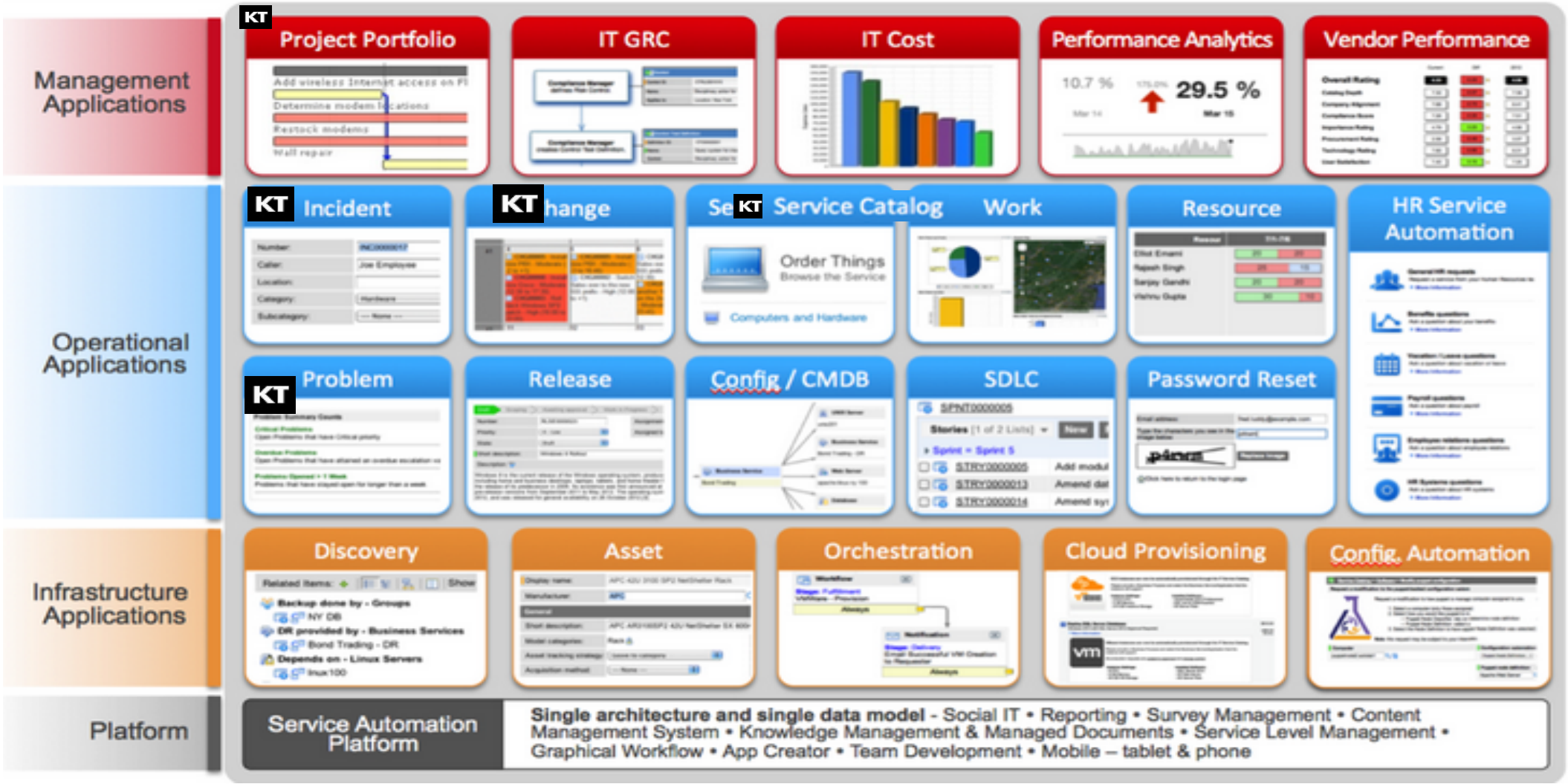
- Prevented shutdown of $25M/year product line, avoided retrofit of $2.2M in year one, and $4.4M in year two.

Major insurance company

- Average critical incident length declined by 70%. Sustained for 3 years (current)
- End user downtime declined by 65% over two year period

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ServiceNow Product Offerings and Kepner-Tregoe (KT)



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Applying Structured Thinking to Projects and Management

The KT methodology extends to the project management office and other management applications. Combined with ServiceNow this improves:

Consistency and Clarity

- Improve variability in project and task performance
- Produce results on time, satisfying the need that began the project in the first place
- Reduce confusion, chaos, and inefficiency caused by unclear communications and expectations – especially when working with technical resources

Collaboration and Communication

- Engineers and Project Managers can now connect using the same language and thinking skills
- Improved ServiceNow data entry encouraging project visibility and knowledge retention

Capability and Continuity

- Engineers can take a more enhanced role in project management activities
- Decreased learning curve for team members to learn and utilize framework
- Streamlined workflow – Utilize the same KT processes

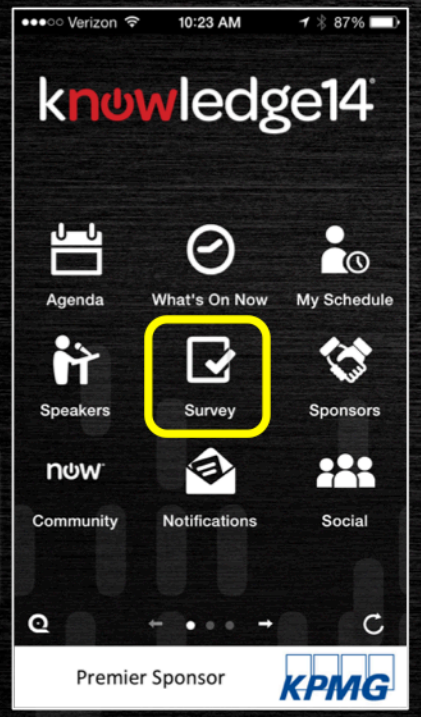
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Additional KT Resources

- KT Website
- Customer Satisfaction at the Heart and Soul of Cisco
- Customer Support as a Competitive Advantage
- IBM Improves Customer Satisfaction with Structured Problem Solving
- Creating a Customer Focused Culture
- Beyond satisfaction to Customer Loyalty
- Client Video - The Problem Solving model
- Client Video: Case Difficulty and Experience Required
- Client Video: Implementing KT on a Large Scale
- How To Maximize Adoption

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Thank You

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