THE WRONG END OF THE STICK
HOW A PRINCIPLE BASED APPROACH BEATS RULE BASED REQUIREMENTS

AN INTRODUCTION TO THE ISM METHOD:
A SIMPLE AND EFFECTIVE MANAGEMENT SYSTEM FOR COBIT COMPLIANCE

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The ISM Method
YOU GO IN THE WRONG DIRECTION…

What do you do?
WHY TURN AROUND?

From practice to principle

ICT Controllers & Regulators follow a rule based approach

Health care:
⇒ IGZ, CBP and the government use NEN7510 (ISO27001)

Financial sector:
⇒ DNB uses COBIT with ISO27002

Municipalities:
⇒ VNG uses BIG based on ISO27001/2

They ALL work with frameworks and standards: ITIL, COBIT, BiSL, MOF, ISO27000, ISO20000, NEN7510, etc.

TO CREATE THEIR OWN PRACTICES
IF YOU WANT TO BUILD….

Where do you start?
PRIMARY AND SECONDARY ACTIVITIES

Back to basics

CORPORATE BUSINESS ACTIVITIES

INFORMATION MANAGEMENT
- FACILITY MGT
- HRM
- FINANCE
- LOGISTICS
- ....
INFORMATION MANAGEMENT

How to get in control of this domain?

“The business”

Information management
INFORMATION MANAGEMENT

How to get in control of this domain?

“The business”

Order

Use

Business Information Management

Specify

Support

IT Management

Build

Run
HOW DO YOU GET IN CONTROL?

Separation of Duties: create separated responsibility domains

“The business”

Business activities

Order & Use

Information

Information Management

Specifcy & Support

Technology

IT Management

Build & Run
THE 3 P’S OF AN IT SERVICE PROVIDER
Or “how to translate a request into a predictable and proven deliverable?”

Variable requests → (IT) service provider

People…. do things…. with stuff…

agreement → Predictable results

deliverable

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WORK IS ORGANIZED IN ROUTINES

Managing the organization = managing the routines
THE FUNDAMENT OF ALL ROUTINES

Worldwide uniform definition of Process

ISO: “A sequence of interrelated or interacting activities, transforming inputs into outputs, designed to accomplish a defined business objective, in a measurable and repeatable manner.”

Or simpler, in ISM: “A goal-oriented organization of activities.”

Not WHO! Not HOW! Verbs!
AN ITIL V2 ‘PROCESS MODEL’

Not in line with the definition!
AN ITIL V3 ‘PROCESS MODEL’

Not in line with the definition!
Another ITIL V3 ‘process model’
And another one for v2011...
FOR COBIT 4 WE FIND THE SAME

Can we build a COBIT Process Model?
THE ISM PROCESS MODEL

A universal process model: pure, simple, integrated, complete, and compatible with ITIL

What should any Service Organization do?

SERVICE LEVEL MANAGEMENT

QUALITY MANAGEMENT

CHANGE MANAGEMENT

CONFIGURATION MANAGEMENT

OPERATIONS MANAGEMENT

RFI/RFP

RFC

INCIDENT

SERVICE REQUEST

customer → provider

Verbs!

RFI/RFP

What about Release Mgt?

What about Security Management, Capacity Management, Continuity Management, Financial Management, etc.?
FUNCTIONS

Functions: a mix of people, process and product

“A function is a component of an organization that specializes in the performance of a particular type of work and that is responsible for specific end results.”

“Functions use all processes.”
MANAGEMENT RESPONSIBILITIES

Balancing power between Line and Process management

COBIT & ITIL advise to appoint process managers:....:

1 – everything in the line
2 – processes are recognized
3 – processes are managed
4 – processes are controlled
5 – processes are leading
6 – processes manage the resources
7 – processes own the resources

Matrix organization

Source: Process Management Matrix, variations in process management ©Servitect
ROUTINES

Applying the People/Process/Product paradigm

ROUTEINE types

STANDAARDIZATION OF ROUTINES
THE ISM INTRODUCTION PROJECT

Prioritization of improvement

Coaching

ISM introduction project

QUALITY

INSTALLATION

IMPLEMENTATION

UTILIZATION

IN CONTROL

TIME

Phase I
(3 months)

Phase II
(6-9 months)

Act
Plan
Check
Do

Act
Plan
Check
Do

Act
Plan
Check
Do

Act
Plan
Check
Do

Preparation

Business Case

PID

Project plan

ISM Scan

STANDARDIZED PROJECT
IS THIS REAL PRACTICE?

ISM works in small and large organizations, in any line of business.
ANY LIMITATIONS?

Freedom of choice. Many partners, including:

- BPM tools
  - mavim
  - perceptive software
  - infoland
  - [PROJUZE]
  - WATSON & Associates
  - iCensus
  - Deloitte
  - Deltaisis
  - Bright Futures NetCom
  - PRO 468
  - inter access
  - Slimmer Verbinden

- ITSM tools
  - TOPdesk
  - OMNITRACKER
  - Clientele
  - assyst
  - MEYON TECHNOLOGY
  - centric
  - Gaming Works
  - Global Knowledge
  - Startel
  - Floris
  - Compu’Train
  - IT Management Group

Coaches

Support
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<th>Domain</th>
<th>Subject</th>
<th>Control</th>
<th>Objective</th>
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<td>People</td>
<td>Manage IT human resources</td>
<td>Job change and termination</td>
<td>Personnel recruitment and retention</td>
</tr>
<tr>
<td>People</td>
<td>Manage IT human resources</td>
<td></td>
<td>Personnel competencies</td>
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<tr>
<td>People</td>
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<td>Dependence upon individuals</td>
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<td>People</td>
<td>Manage IT human resources</td>
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<td>Personnel clearance procedures</td>
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<td>Job change and termination</td>
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<tr>
<td>People</td>
<td>Ensure operations and use</td>
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<td>Knowledge transfer to end users</td>
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Reordering activities according to ISM processes

- Project Management Team: organization, TAR, tooling
- Process teams: SLM-CHM-INC-OPS-COM-QM

Each ISM project team manages its actions and covers the controls

Compliance progress tool

- Progress of activities per ISM project team
- Progress per (COBIT) control
**Planning overzicht**

<table>
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<th>Action</th>
<th>Progress</th>
<th>Selection for ISM Project Team</th>
<th>Controls</th>
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**Omschrijving**

Voor een RFC in voor het aanmaken van een securityplan. Hou bij de ontwikkeling van de securityplan rekening met de IT-infrastructuur en de security-cultuur, en met de business, risico- en compliance-eisen.

- Pas een data-classificatie toe t.a.v. security.
- Leg de rollen en T&V t.a.v. security vast (zie ALG).
- Neem in de beheerrechten op dat het plan regelmatig wordt gereviegd en herzien.
- Registreer het plan binnen de change in COM.

**Status**

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**Legend**

- Niet gepland
- Gepland
- Mee bezig
- Te laat
- Gereed
DO WE STILL USE COBIT & ITIL PRACTICES?

YES
- as references for the ISM processes
- as references for the routines that are derived from the ISM process model
- as guidance for governing the IT Management domain

BUT
- with better effects of COBIT & ITIL guidance
- with faster improvements
- with lower cost of improving
- with lasting improvements – because they did it themselves

AND
BY STARTING AT THE RIGHT END OF THE STICK
QUESTIONS?

For more information, please read the books below, or visit the website

Thank you for your attention!

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