

# Contents

<b>List of figures</b>	<b>iv</b>	<b>5 Continual Service Improvement methods and techniques</b>	<b>93</b>
<b>List of tables</b>	<b>vi</b>	5.1 Methods and techniques	95
<b>OGC's foreword</b>	<b>vii</b>	5.2 Assessments	96
<b>Chief Architect's foreword</b>	<b>viii</b>	5.3 Benchmarking	102
<b>Preface</b>	<b>ix</b>	5.4 Measuring and reporting frameworks	107
<b>Acknowledgements</b>	<b>xi</b>	5.5 The Deming Cycle	112
<b>1 Introduction</b>	<b>1</b>	5.6 CSI and other service management processes	114
1.1 Overview	3	5.7 Summary	126
1.2 Context	3	<b>6 Organizing for Continual Service Improvement</b>	<b>127</b>
1.3 Purpose	7	6.1 Roles and responsibilities that support CSI	129
1.4 Usage	7	6.2 The authority matrix	137
<b>2 Service management as a practice</b>	<b>9</b>	6.3 Summary	141
2.1 What is service management?	11	<b>7 Technology considerations</b>	<b>143</b>
2.2 What are services?	11	7.1 Tools to support CSI activities	145
2.3 Functions and processes across the lifecycle	12	7.2 Summary	151
2.4 Continual Service Improvement fundamentals	14	<b>8 Implementing Continual Service Improvement</b>	<b>153</b>
<b>3 Continual Service Improvement principles</b>	<b>25</b>	8.1 Critical considerations for implementing CSI	155
3.1 CSI and organizational change	27	8.2 Where do I start?	155
3.2 Ownership	27	8.3 Governance	156
3.3 Role definitions	27	8.4 CSI and organizational change	157
3.4 External and internal drivers	28	8.5 Communication strategy and plan	161
3.5 Service Level Management	28	8.6 Summary	163
3.6 The Deming Cycle	29	<b>9 Challenges, critical success factors and risks</b>	<b>165</b>
3.7 Service measurement	30	9.1 Challenges	167
3.8 Knowledge Management	34	9.2 Critical success factors	167
3.9 Benchmarks	34	9.3 Risks	167
3.10 Governance	35	9.4 Summary	168
3.11 Frameworks, models, standards and quality systems	36	<b>Afterword</b>	<b>169</b>
<b>4 Continual Service Improvement processes</b>	<b>41</b>	<b>Appendix A: Complementary guidance</b>	<b>173</b>
4.1 The 7-Step Improvement Process	43	A1 Innovation, correction and improvement	175
4.2 Service reporting	65	A2 Best practices that support CSI	175
4.3 Service measurement	66	<b>Further information</b>	<b>183</b>
4.4 Return on Investment for CSI	84	References	185
4.5 Business questions for CSI	89	<b>Glossary</b>	<b>187</b>
4.6 Service Level Management	91	Acronyms list	189
		Definitions list	191
		<b>Index</b>	<b>215</b>