



EXECUTIVE SUMMARY

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Tipu *tih poo or tee poo, short equal syllables* (New Zealand Maori)
n. growth, v. to grow



Tipu philosophy

Tipu is an approach to planning and executing service improvement. No more "service management projects"; no more "doing Incident Management". Tipu is an agile method for making service improvement part of business as usual. **Improvement is not a project** - improvement is normal behaviour for professionals: to devote a certain percentage of our time to improving the systems we work with. We should all expect that things will be better next year. We should all expect that we will make a difference and leave systems better than we found them. Improvement is business as usual.

Improvement changes the way **people think and behave**. Improving the practices and tools are secondary to changing culture. You can change software in minutes. You can change process in days. But people take much longer to change. You must allow time for **change at a human pace**. People respond better to constant incremental change than radical change: **evolution not revolution**.

The reasons for improvement must always derive from a **business need, problem or risk**: greater agility, customer retention, reduced costs, reputation, industry-leading service...

Tipu benefits

The Tipu approach yields multiple benefits

- Improvement is funded from within business as usual
- Improvement is managed holistically as a programme of work
- Improvement is established as a permanent part of normal activities
- A wide range of areas get attention
- Results begin early
- Scope of improvement is constrained to pragmatic outcomes within the existing constraints on time and resources
- Executive support is not essential (though useful). Staff can "find their own 5%" as part of their professional responsibilities
- All staff are included and empowered
- Change is incremental and at a human pace

Tipu description

Tipu describes a method to create a Continual Service Improvement (CSI) Plan which will address requirements to improve culture, practices and tools, and then put in place a CSI Programme to drive the Plan.

Tipu focuses on improving service management practices and tools for the **creation and operation of services**, not the actual service systems themselves, i.e. Tipu improves the way services are delivered, not the functionality of the service.

The plan forms a **high-level roadmap**. Using the Tipu Framework, the plan breaks down the improvements needed in the Service Management (SM) practices into concrete units of work (smaller than traditional “processes”), and develops them into work streams of related and dependent tasks.

The CSI Plan **is to be structured into several** “Sprints”, each of three months, to get requirements delivered rapidly. These Sprints will not complete all objectives – much will remain to be done in each of the essential IT management practices. The remainder of the tasks – facetiously called the “Marathon” – are left for future Sprints. (Note: The Kanban method is being considered as a more fluid alternative to the cyclic Sprint approach).

A plan is only a lifeless document. It is important that there be a permanent, formal **CSI Programme** established to set policy, drive the plan, measure progress and adjust. As the CSI Plan is regularly reviewed, additional Sprints are added to it, planning ahead for one-to-two years.

Resourcing for the required Sprint tasks can come from:

- vendors and service providers involved
- contractors and full-time new hires
- external consulting
- current staff

Typically a CSI programme will utilise an average of **5% of the time of all staff** within the scope of the programme. In high priority work, you may choose to take this as high as 10%. Management are expected to commit and ring-fence this time for their staff.

Tipu Approach

The CSI programme should be “cut to suit the cloth”. Whatever resource is available, some work should be done on every selected package, even if it is only a few hours. Thoughtful attention will result in some improvement.

Tipu is a **relaxed** method. "Relaxed" means that Tipu accepts that we operate with limited resources and information in an imperfect world. It is **impossible** for any

organisation to improve *all* practices to an excellent level. Therefore it is essential to make the **hard decisions** about which ones we address. Equally it is impossible – or at least not practical – to produce the perfect solution for each one. In the real world we do what we can and move on. **Good enough is near enough** except in clearly identified situations where Best is essential for business reasons. Best Practice frameworks are not a blueprint: they are a **comparison reference** or benchmark to show what would be achieved with unlimited resources in unlimited time.

Measuring the results of a CSI programme in terms of maturity or compliance to some abstract best practice definition is indirect. We should measure results in terms of the original **business requirements**. Tipu defines eight primary KPIs to measure and advocates a balanced scorecard to assess the business results. The results of the individual assignments are generally only measured in aggregate.

This approach will build and cement a service culture. Many of the principles are familiar. Tipu brings them together into a manageable method.



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Tipu is in a pilot phase for general release in 2012.