



**Presents**  
**An IT Metrics and Productivity Journal Special Edition**

**Focus on Diane Bloodworth**  
**A CAI State of the Practice Interview**  
**July, 2007**

**Biography of Diane Bloodworth**

Diane Bloodworth is an entrepreneurial executive and senior consultant with more than 20 years of experience in the information technology industry. As a Managing Senior Consultant, she works with clients to solve strategic and tactical IT challenges. She is the past founder of BIT, a company that focused on improving the quality and practices of software development and systems engineering in government and commercial sectors. She has extensive experience in process improvement using the Capability Maturity Model (CMM/CMMI) and IT Infrastructure Library (ITIL). Ms. Bloodworth has established process improvement programs for government and industry that have resulted in measurable improvements in budget, schedule, and quality. She currently leads working groups that implement best practices in Project Management, Change Management, Configuration Management, Quality Assurance, and Testing. Our interview between Diane Bloodworth and Michael Milutis, Executive Director of the IT Metrics and Productivity Institute, took place in December of 2006

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**CAI: Could you tell us a little bit about yourself, your background, and what you are working on today?**

**BLOODWORTH:** I've been in the IT industry since the beginning of my career more than 20 years ago. I started out working for IBM and then caught the entrepreneurial bug to launch my own business. I opened my own consulting firm, one focused on process improvement, and I did that for about 12 years. Then I sold that business. Currently, I am providing process improvement consulting for the David Consulting Group.

Much of my past work was with helping to improve software on mission critical systems. However, at a certain point, I started getting more involved in ISO methodologies, because I saw a need for a greater focus on the infrastructure, not just the software. Today I'm providing process improvement consulting to a number of different types of organizations, both on the software and on the IT infrastructure side.

**CAI: There seems to be a lot of interest these days in ITIL®. How do you account for this? Why is it the case in your opinion? Can you give us some background on what ITIL actually is, why it's important and why we should care about it?**

**BLOODWORTH:** ITIL is not new, although it is certainly more recent to us in the United States. We have only really heard about ITIL in the past 4-5 years. ITIL started out in the UK, at the Office of Government Commerce in 1989. These best practices have now had a chance to evolve over time. As our IT services here in the U.S. started to mature, we began recognizing the need to better align IT with the business. ITIL is the tool for that, the best practice tool for accomplishing that. It really does fill a void that exists in the market today.

IT services have modified their philosophy over the past few years. Initially IT was saying: "this is what we can do for you, take it or leave it, we'll do our best." Now IT is stating to the business: "you're a partner with us, and this is what we need you to do in order for this organization to be successful." And that's what ITIL does; it helps you focus on how you can better align IT with the business objectives and better support the organization.

**CAI: What are the common themes or problems that you see when working with clients on ITIL?**

**BLOODWORTH:** I do see some common themes. Often there are a number of IT problems in a production system or in a mission critical system or service. Or there is a lack of responsiveness when people call the help desk to ask for assistance. Or changes

have been introduced into the IT service that are impacting users and the services that are required. Some kind of pain usually exists that needs to be addressed and the organization will first want to get rid of the pain before they start to be proactive about preventing this from happening in the future. At that point, they will be able to look at process improvement in a more strategic way and then really get to work on that alignment and on providing the business with the services that they need.

**CAI: What are some of the major challenges that people face when implementing ITIL? What are the critical success requirements for a successful implementation?**

**BLOODWORTH:** I strongly believe in senior management commitment. That is key. Senior management needs to have realistic expectations about what process improvement and ITIL can do for the organization; after that, they really need to buy into and support it. The organization must have a basic understanding of ITIL. They must also understand why they're taking on this process improvement effort. The most difficult challenge is getting the organization to change the way they do business, not defining the process or selecting tools. It's the culture change or the culture shift that is the biggest challenge.

Other success criteria involve making sure you have a good communication strategy, determining how you're going to communicate your goals and expectations, getting people involved in the IT side, bettering the ITIL processes, and getting the business involved those processes. Senior management must also have realistic expectations about what this will do for the organization, and they must understand that process improvement is an investment.

**CAI: Could you elaborate on what you mean by "realistic" expectations?**

**BLOODWORTH:** There needs to be an organized approach to ITIL. You need to understand where the organization currently stands in terms of their processes and what their goals are. Success criteria for the project can then be defined up front.

With regard to expectations, there's frequently an unrealistic expectation that ITIL is going to fix all of the problems and pain. It really is not that easy. The best advice I have is for senior management to set discrete, measurable, realistic goals, such as establishing service level agreements and meeting those agreements over a period of time. For example, have the number of emergency changes decreased? Has the corrective response time been reduced? Those are the types of expectations that can be realistically accomplished over time with an ITIL implementation.

I'd also recommend putting together a road map for how the organization will implement these best practices and meet these objectives, as well as a detailed option plan. What is it really going to take for the organization to be successful with this? If the organization doesn't have the appetite or the resources for it, I would recommend that they scale back and think about implementing ITIL at a later time.

**CAI: What can senior management do to improve the probability of success?**

**BLOODWORTH:** Make sure that they're supporting this initiative, that they're communicating with the staff, and that they're providing the resources. I recently worked in an organization where the senior management didn't really understand what ITIL would do for them, so they needed to invest some time, a few hours at least, in order to understand what ITIL was all about.

**CAI: How would you say that ITIL is different from other frameworks such as CMMI® and ISO or even COBIT? Do you have any thoughts about that?**

**BLOODWORTH:** They can co-exist and work together. You don't really have to choose one over the other, because they focus on different aspects of the IT organization. ITIL focuses more on IT service management, how you're going to provide production-like services to the business. CMMI tends to focus more on software and systems development within a development environment. ISO is fairly broad in that it can apply to anything from software to manufacturing. COBIT focuses more on compliance. COBIT overlaps with ITIL a little bit, though. For example, in the area of change

management, ITIL tracks all the changes to systems, and that is also one of the things required in the COBIT methodology. In the Venn diagram, you would see a little overlap in these methodologies.

What's critical is that the organization really understands the priorities, what's important to them, and what they can realistically accomplish. I don't think I've been in any organization that could take-on all of these at once.

**CAI: For people who are successful with their approach to ITIL, what do you think they are doing right? What are some of the things that best characterize a successful implementation? For those people who have not been successful, what are some of the biggest mistakes being made?**

**BLOODWORTH:** Organizations that are doing well are taking the time to understand the methodology and to invest in training. They are also recognizing that there is room for improvement. Many will follow an approach where they do some type of analysis, assessment, planning, and implementation. Most of the organizations I've worked with have also been willing to put a communication plan in place and train their people.

I see problems when people get excited up front only to discover later that it is hard work getting consensus on the right processes and on the right implementation tools and, beyond that, on how to live with and enforce the processes. Because organizations get enthusiastic about ITIL and process improvement up front, they sometimes take on more than they can realistically accomplish. They don't really think through what can realistically be accomplished over the long term.

**CAI: How widespread would you say ITIL awareness is in the States? How would you characterize its penetration?**

**BLOODWORTH:** I think there is now a very widespread understanding of ITIL, and that's evidenced just in what I hear from clients, in the conferences that are being held to promote ITIL, and on the internet forums that a lot of IT people participate in. I work with a wide range of clients, too - everything from higher education to

pharmaceutical to government – so I know that it's not just one industry that is looking at ITIL.

Nevertheless, I still believe there is market growth and market opportunity for ITIL. Although many organizations may have an awareness of ITIL, I'm not sure that everyone is ready to take on its implementation yet. Certainly, there will be a lot more interest and activity in this area in the near future.

**CAI: Do you have any additional reading you could recommend to anyone out there who is interested in finding out more about ITIL?**

**BLOODWORTH:** The United Kingdom Office of Government Commerce (OGC) has a great website. My favorite ITIL publication, however, is a little pocket guidebook that I always carry with me. It's the IT Service Management Guidebook pertaining to the IT Infrastructure Library (0524706-4 is the ISBN for IT Service Management, Version 2.1.B). It's a great reference guide. There are also CDs and other publications that can be ordered from the IT Management Forum, or the OGC. If you want more of an independent view, try the Gartner Group or Forrester; they have written a number of papers on ITIL, ITIL implementation, and ITIL comparisons with some of the other models like ISO and COBIT.

Questions? Suggestions? Comments? Please contact the IT Metrics and Productivity Journal Editor at [michael\\_milutis@compaid.com](mailto:michael_milutis@compaid.com).