The Bare Necessities: 10 Steps to Service Desk Success

David Wright

Chief Value & Innovation Officer
Service Desk Institute
@dai_wright

Ten key elements that help make a brilliant service desk

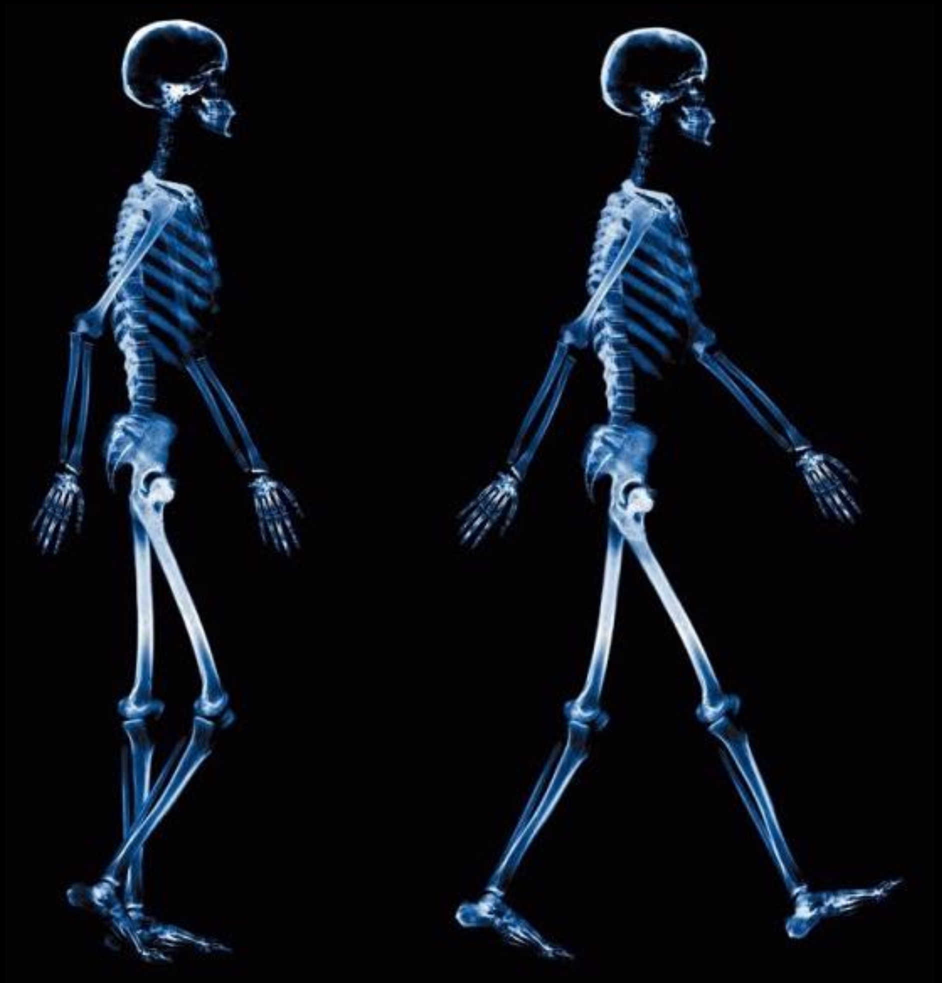
SDI

Naked Service Desk Series

Marketing Your Service Desk

Service Desk Institute

bit.ly/2Hvb6rH



1.
Define strategic purpose

“Purpose is one of the most powerful and least leveraged weapons of leadership”

Nikos Mourkogiannis
Purpose: The Starting Point of Great Companies

Vision

Vision

Dare to dream…

- ✓ Direct
- ✓ Clear
- ✓ Brief
- ✓ Achievable
- ✓ Aspirational

“To create a better every-day life for the many people”

IKEA

“Bring inspiration and innovation to every athlete* in the world”

*If you have a body, you are an athlete

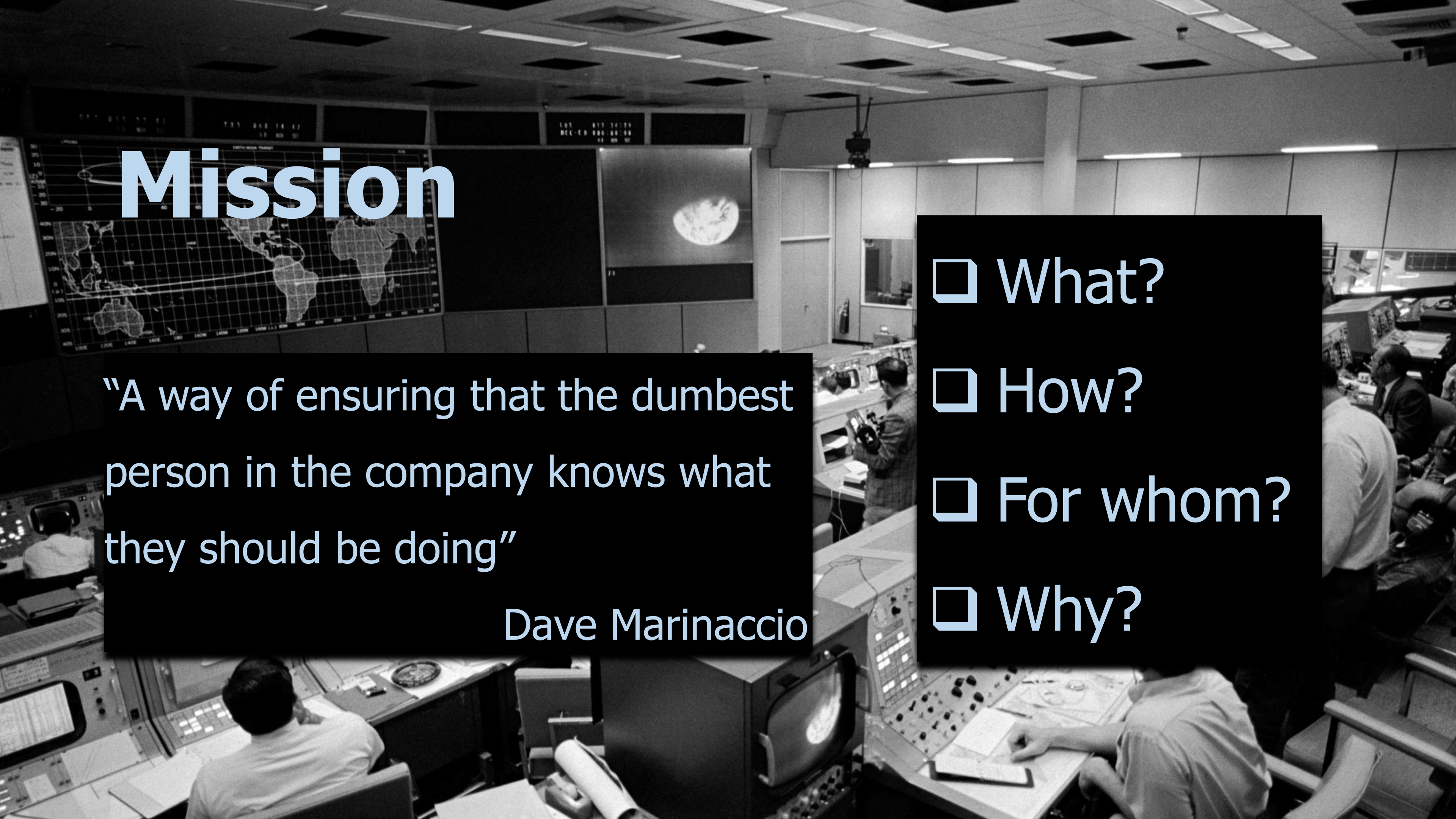
Nike

"To make people happy"

Disney

> “To inspire service desks to be brilliant”
>
> Service Desk Institute

Mission



Mission

> “A way of ensuring that the dumbest person in the company knows what they should be doing”
>
> Dave Marinaccio

- ☐ What?
- ☐ How?
- ☐ For whom?
- ☐ Why?

The greatest mission statement of all time?

Clue:
It’s a five year mission

Mission statement

- To explore strange new worlds
- To seek out new life and new civilizations
- To boldly go where no one has gone before

"What is the single most important thing you are trying to accomplish?"

Q: Hey Captain, what are we doing?

Q: Hey Captain, what are we doing?

A: Seeking out new life and new civilizations

Q: Hey Captain, what are we doing?

A: Seeking out new life and new civilizations

Q: But if we find a strange new world, what do we do Captain?

Q: Hey Captain, what are we doing?

A: Seeking out new life and new civilizations

Q: But if we find a strange new world, what do we do Captain?

A: Explore it!

Q: Hey Captain, what are we doing?

A: Seeking out new life and new civilizations

Q: But if we find a strange new world, what do we do Captain?

A: Explore it!

Q: But how Captain?

Q: Hey Captain, what are we doing?

A: Seeking out new life and new civilizations

Q: But if we find a strange new world, what do we do Captain?

A: Explore it!

Q: But how Captain?

A: Boldly!

2. Understand customer needs

Service level agreement (SLA)

- Service description
- Performance levels
- Monitoring and reporting
- Contacts
- Response and resolutions timescales
- Repercussions for not meeting its commitment

What do customers want?

The technology they need to do their job (and they want that technology to work)

What do customers want?

The technology they need to do their job (and they want that technology to work)

If it doesn't, or they need something different, they want to contact the right person quickly

What do customers want?

The technology they need to do their job (and they want that technology to work)

If it doesn’t, or they need something different, they want to contact the right person quickly

They want that person to deal with it courteously and, if possible, immediately

What do customers want?

The technology they need to do their job (and they want that technology to work)

If it doesn’t, or they need something different, they want to contact the right person quickly

They want that person to deal with it courteously and, if possible, immediately

If not, they want timescales and updates

How do we measure?

How do we measure?

“The technology they need to do their job”

- Service catalogue
- Quality management
  - New starter process
  - PC build/software deployment
- Number of service requests (by category)

How do we measure?

“They want that technology to work”

- Availability and capacity management
- Number of incidents
- Event Management

How do we measure?

“They want to contact the right person quickly”

- Response times
  - Calls answered/abandoned
  - Time to assign
- Bounce rate

How do we measure?

“They want that person to deal with it courteously and immediately”

- Customer satisfaction surveys
- Complaints, compliments, and suggestions
- First contact resolution (FCR)
- First level resolution (FLR)

How do we measure?

“They want timescales and updates”

- Quality management
- Number of escalations
- Percentage of aged tickets
- Number of tickets updated within a specific period

People
Process
Technology
Operations Plans
Finance
Reporting
Governance
CSI

Organisational Mission & Vision
Organisational Strategy

CSF 1 CSF 2 CSF 3

People
Process
Technology
Operations Plans
Finance
Reporting
Governance
CSI

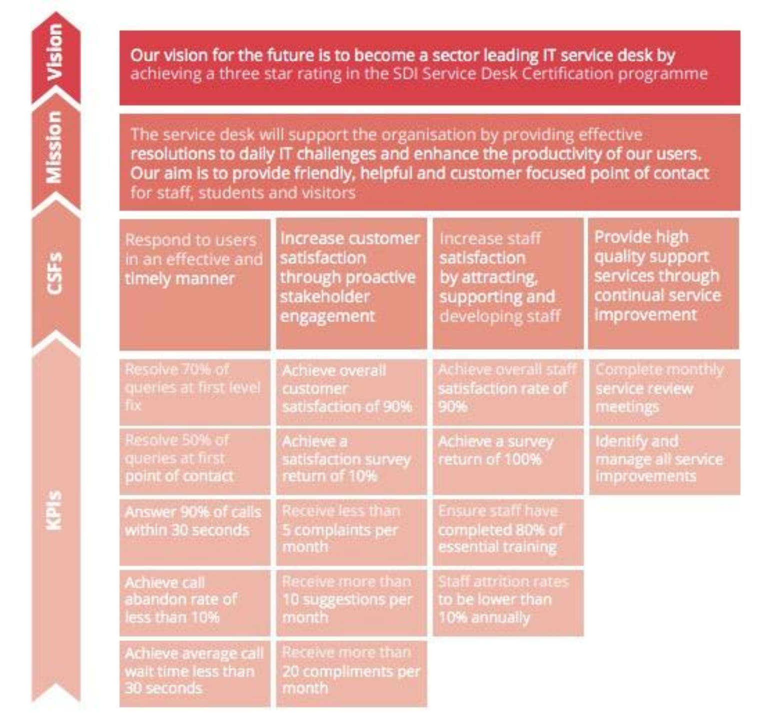
IT Mission & Vision
IT Strategy

CSF 1 CSF 2 CSF 3
KPI 1 KPI 2 KPI 3

People
Process
Technology
Operations Plans
Finance
Reporting
Governance
CSI

Service Desk Mission & Vision
Service Desk Strategy

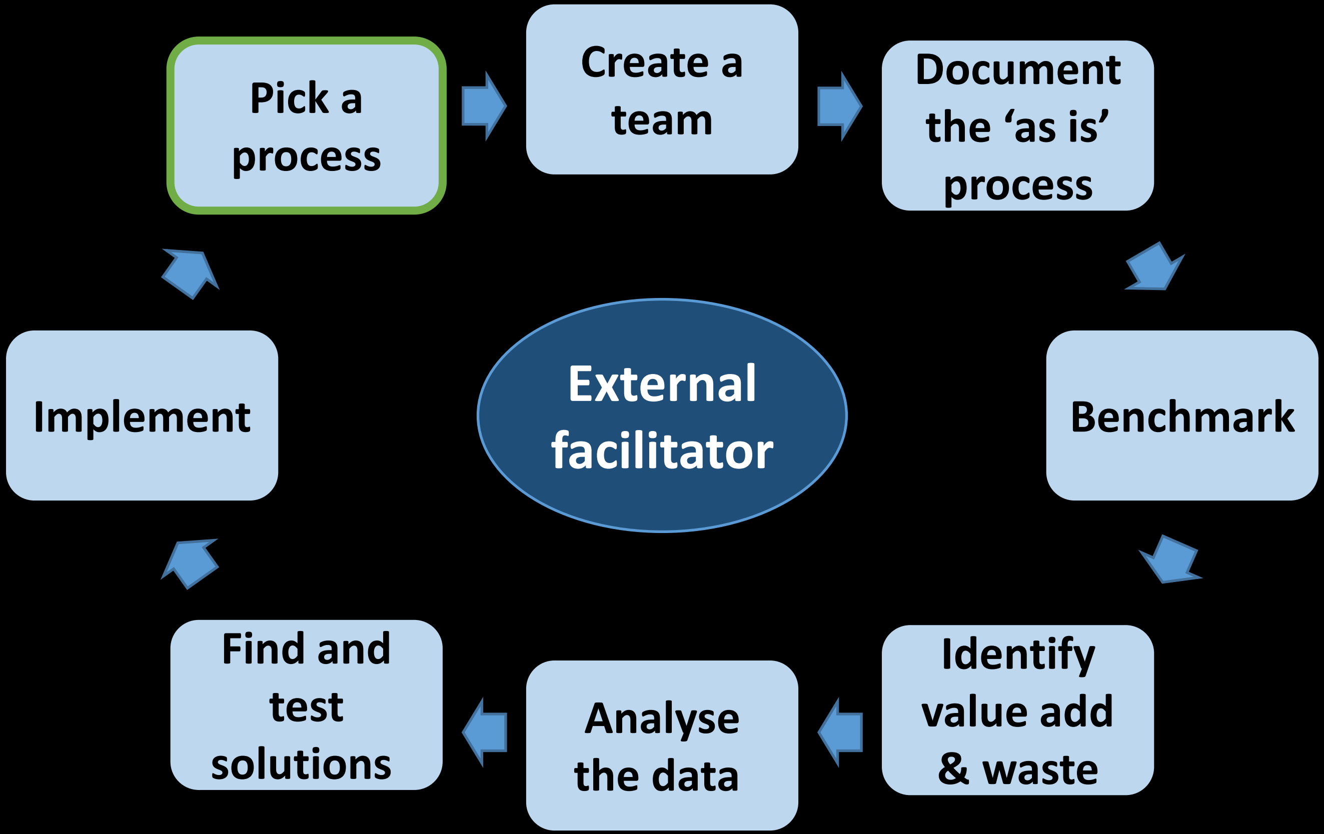
CSF 1 CSF 2 CSF 3
KPI 1 KPI 2 KPI 3



Vision	Our vision for the future is to become a sector leading IT service desk by achieving a three star rating in the SDI Service Desk Certification programme			
Mission	The service desk will support the organisation by providing effective resolutions to daily IT challenges and enhance the productivity of our users. Our aim is to provide friendly, helpful and customer focused point of contact for staff, students and visitors			
CSFs	Respond to users in an effective and timely manner	Increase customer satisfaction through proactive stakeholder engagement	Increase staff satisfaction by attracting, supporting and developing staff	Provide high quality support services through continual service improvement
KPIs	Resolve 70% of queries at first level fix	Achieve overall customer satisfaction of 90%	Achieve overall staff satisfaction rate of 90%	Complete monthly service review meetings
	Resolve 50% of queries at first point of contact	Achieve a satisfaction survey return of 10%	Achieve a survey return of 100%	Identify and manage all service improvements
	Answer 90% of calls within 30 seconds	Receive less than 5 complaints per month	Ensure staff have completed 80% of essential training	
	Achieve call abandon rate of less than 10%	Receive more than 10 suggestions per month	Staff attrition rates to be lower than 10% annually	
	Achieve average call wait time less than 30 seconds	Receive more than 20 compliments per month		

3.

Review and improve processes



Pick a process

Create a team

Document the ‘as is’ process

Benchmark

Identify value add & waste

Analyse the data

Find and test solutions

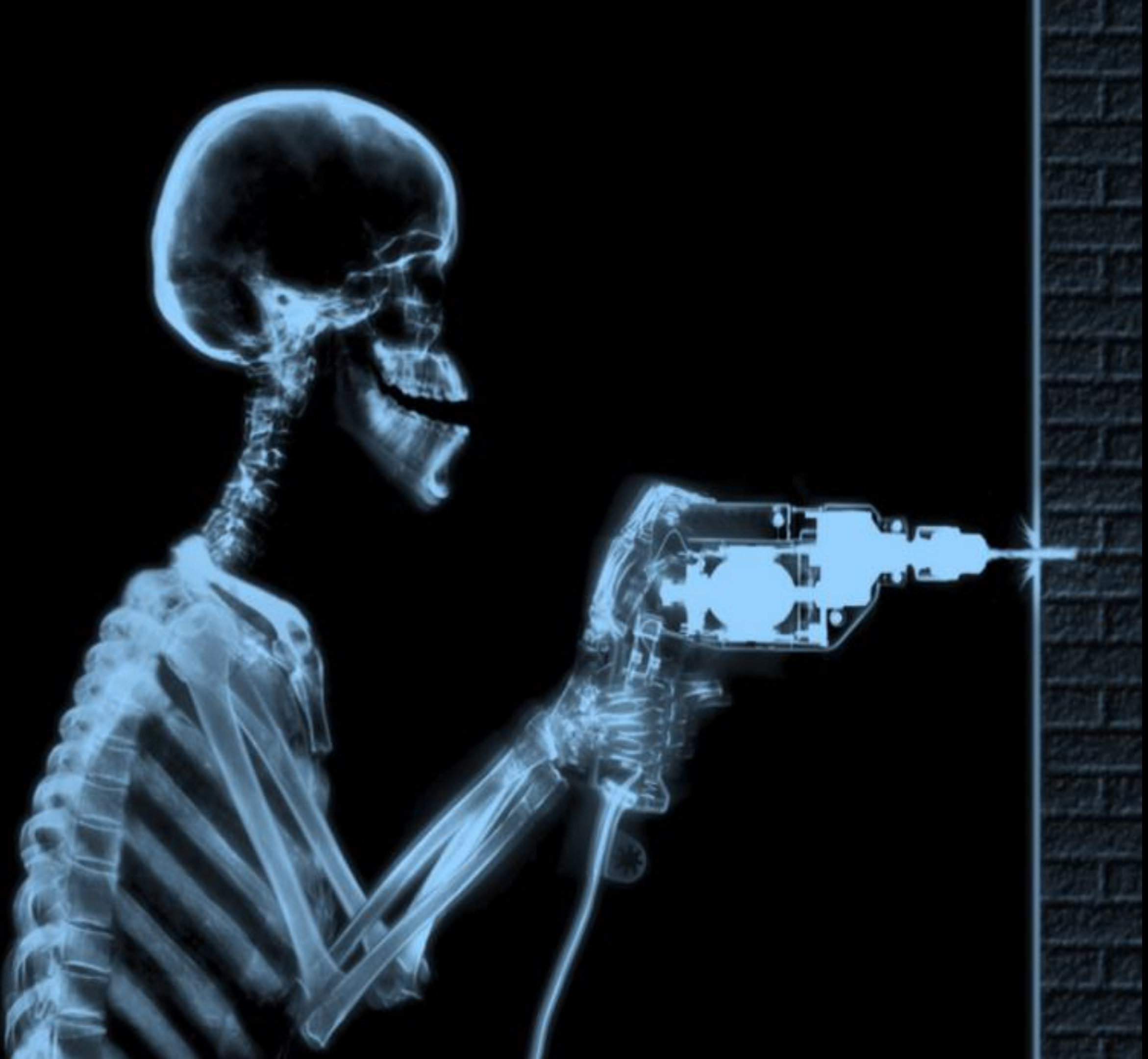
Implement

External facilitator

SDI Service Desk Institute

Common problems

- Too detailed too early
- Looking for solutions before completing the process
- Mapping what you want to see
- Falling post-it notes



4.
Choose an ITSM tool

Understand requirements

Understand requirements

Processes

Understand requirements

Processes

Strategy

Understand requirements

Processes

Strategy

Functionality

Understand requirements

Processes

Strategy

Functionality

Outputs

Understand requirements

Processes

Strategy

Functionality

Outputs

Future…

Future requirements

Shift Left

Self-heal

Machine Learning & AI

Chatbots

XLAs

Data & Predictive Analytics

Predictive Infrastructure

Research

Engage with experts

Engage with the community

Demo

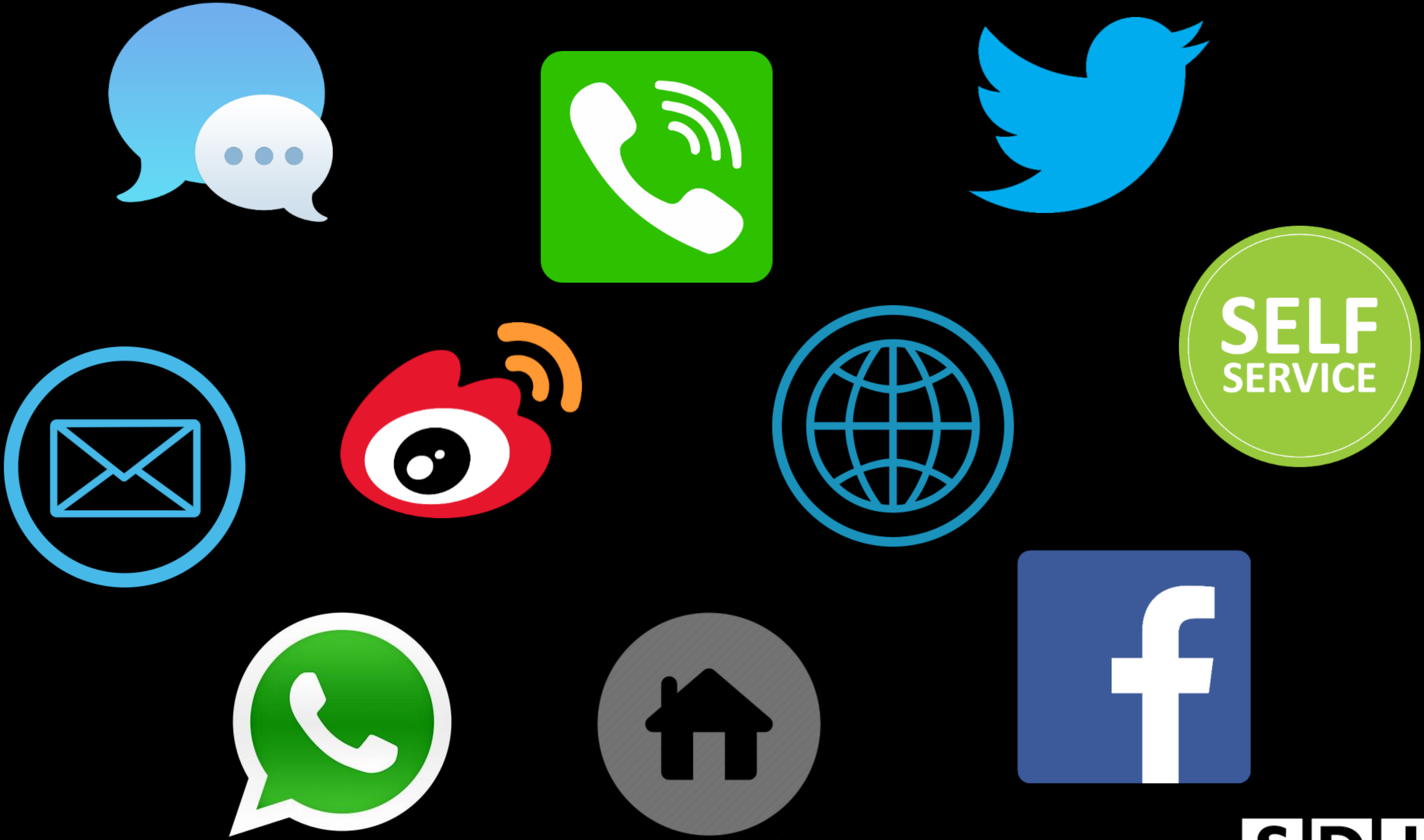
SDI Intelligence

Webinars

Software showcase

5.
Review requirements for communication channels

SDI Service Desk Institute


SELF
SERVICE

6.
Recruitment and retention

Career Development

I can do that..

I can't do that but I can try..

I can't do that..

Career Development

7.
Develop a customer experience program

“Your most unhappy customers are your greatest source of learning”

Bill Gates

Inputs = Opportunities to improve

Inputs

Customer satisfaction surveys

Complaints, compliments and suggestions

Business relationship management

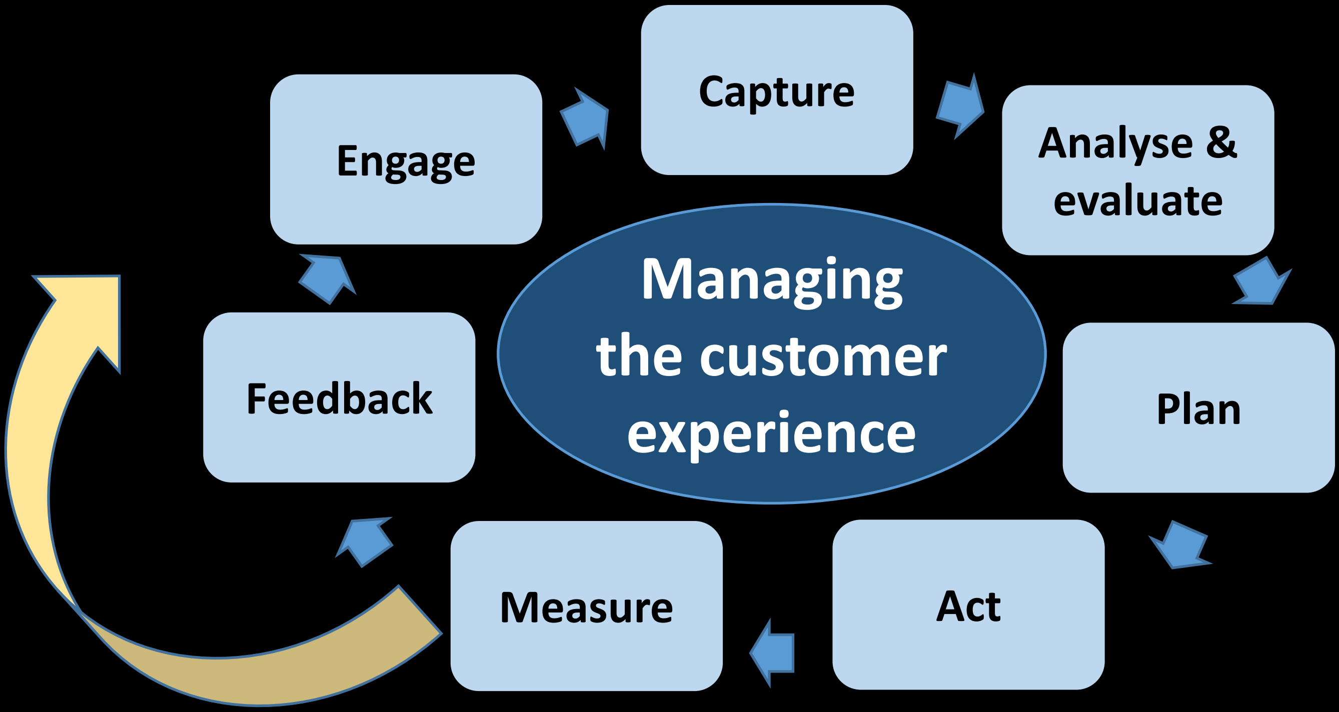
Management reports

Major incident & quality reviews

Cross-functional meetings and focus groups

Corridor conversations

Social media



Managing the customer experience

Engage

Capture

Analyse & evaluate

Plan

Act

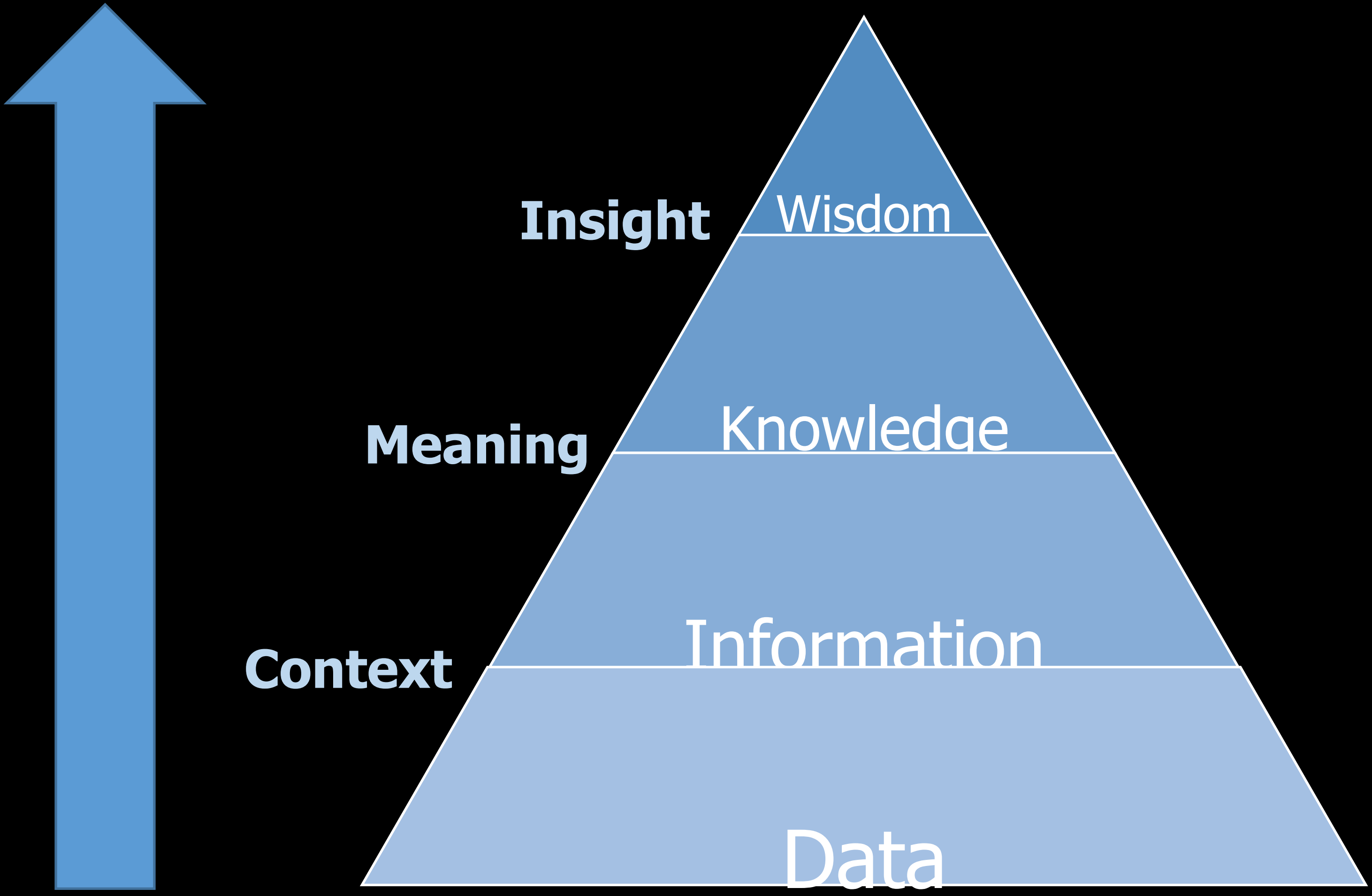
Measure

Feedback

8.
Regular activity and performance reports

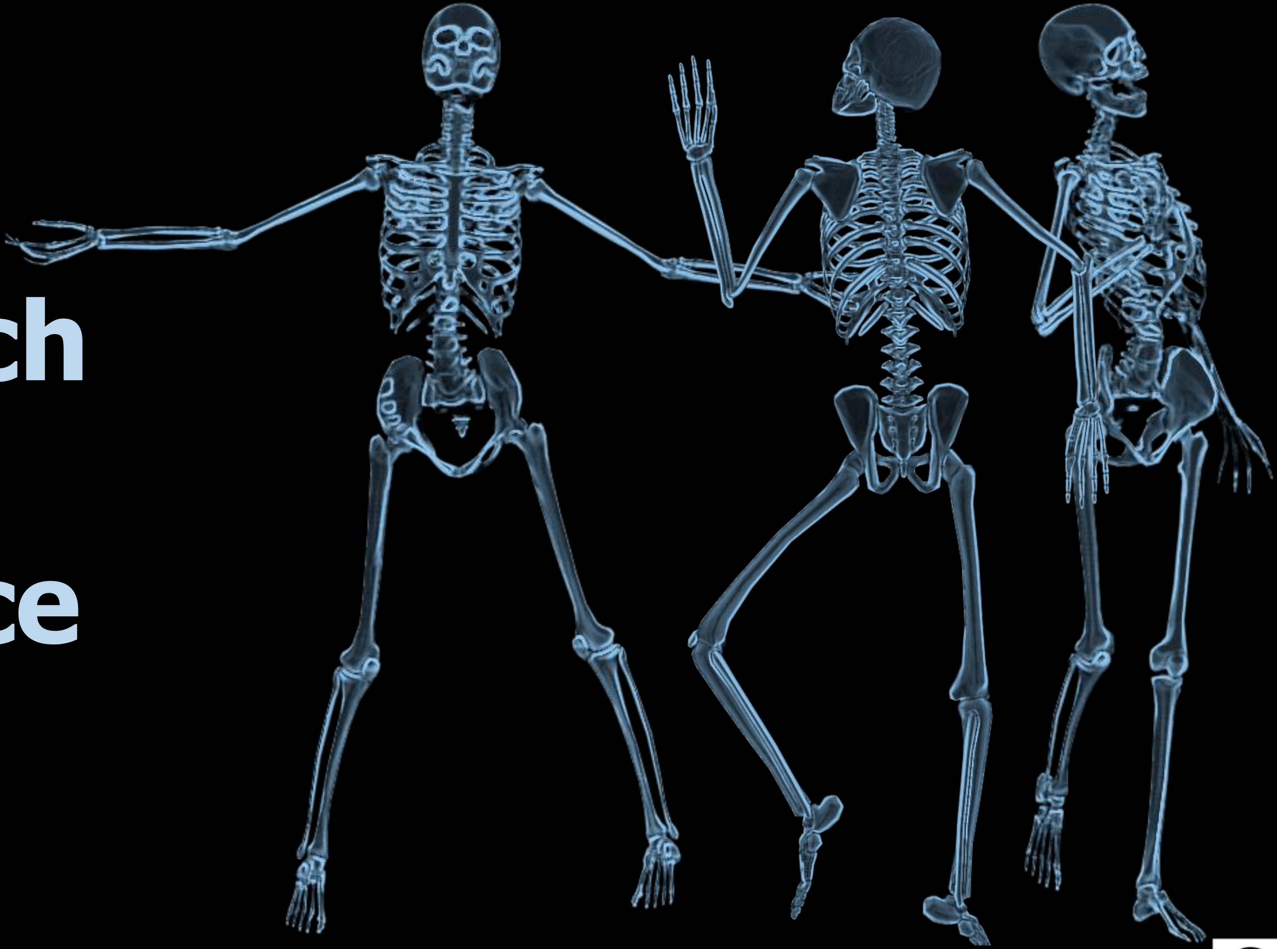
https://goo.gl/7nytjb

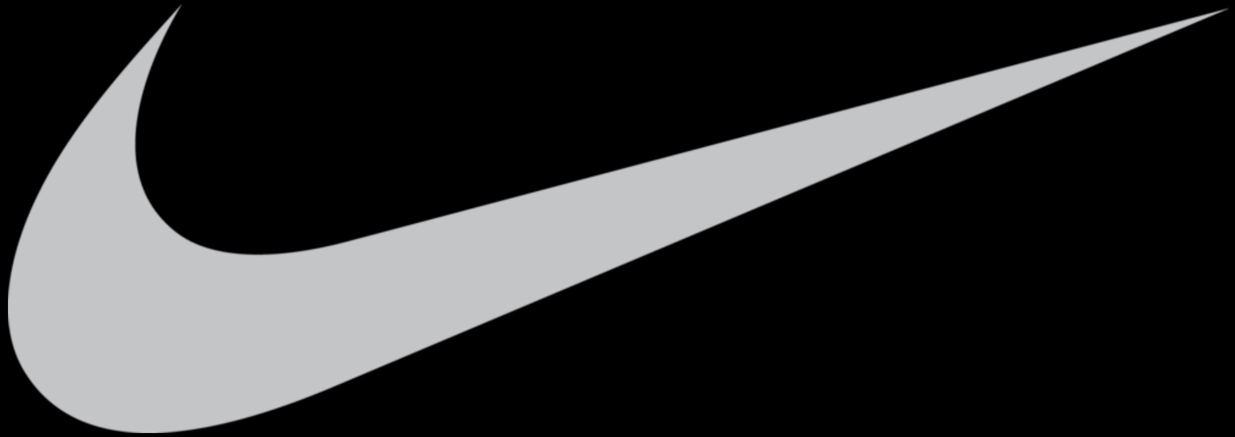
SDI Service Desk Institute



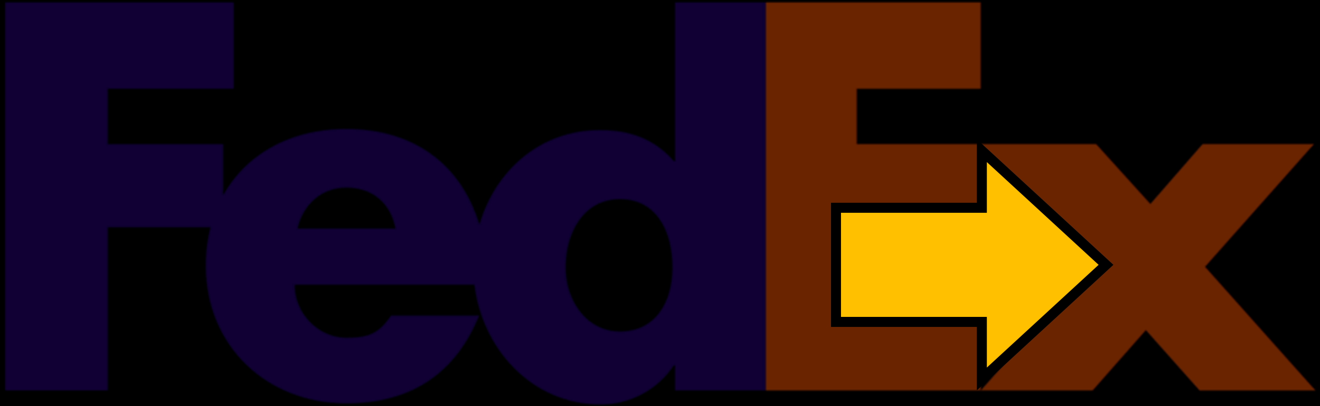
Insight
Wisdom
Meaning
Knowledge
Context
Information
Data

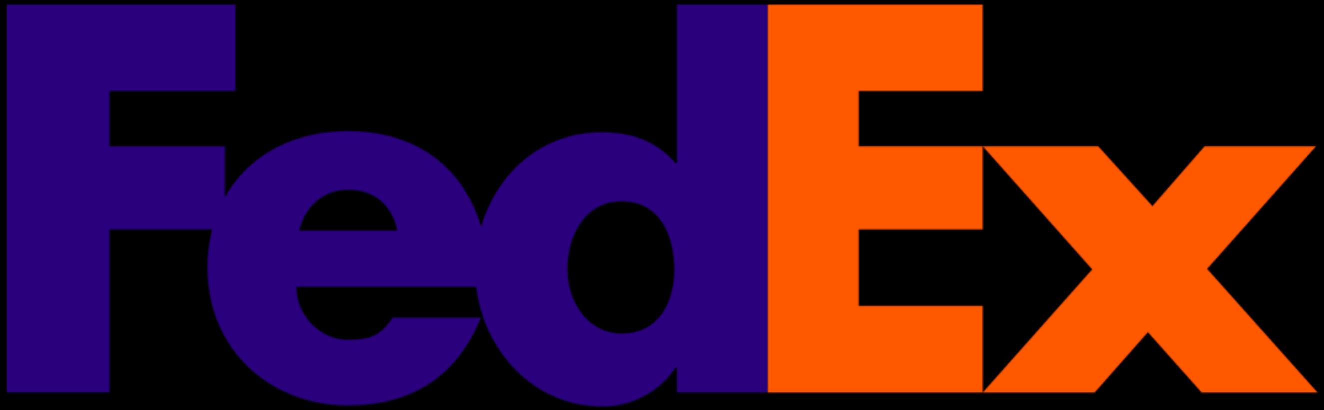
9. Launch the service desk





FedEx


FedEx


FedEx

10. Celebrate success

SDI Service Desk Institute

Inspiring service desks to be brilliant

servicedeskinstitute.com

hello@sd-e.com

@sdi_insititute

facebook.com/TheServiceDeskInstitute

linkedin.com/company/the-service-desk-institute-sdi

linkedin.com/groups/1912222