为什么服务管理的实施会受阻？

　　每一个专业的 IT 服务组织均采用了最佳实践或者具有弹性架构流程和专业化工作的框架。最受欢迎的服务管理选项是采用 ITIL 和应用 Agile 和 SCRUM 的项目管理。通常采用和实施它们是一个长期而烧钱的选择。启动它们的原因是明显的，他们提升服务质量，透明化和削减成本，改善沟通，还有聚焦客户。虽

然想法良好，但最大的问题是他们实施后【initiatives】无法交付其所承诺的成果。为什么会这样呢？

培训，认证，游戏……

IT 服务的质量往往是贫乏的，很多 IT 项目都无法按照（预设的）时间、预算和质量来交付。这并不寻常！尽管（处于）经济危机，公司还是投入巨资用于员工的培训与认证。按理说，所有雇员都具有框架相关的知识和技能。然而，这仍然未能解决上述问题，似乎耗费金钱于框架培训带来的只有成本增加。

像"阿波罗 13 号–服务管理经验™"这样的对抗式"测试"其实就是业务的模拟，它揭示出有认证的 IT 从业者要将最佳实践应用到一个具体案例是多么的困难。模拟游戏的工作【GamingWorks】所收集的事实和数据意味深长。有认证的员工绝不是您客户能得到更好服务质量的保证。

诅咒框架?还是解决问题。

第一项行动是审查最佳实践所引入的架构。修订流程文件，宣传会议，演讲和举办工作坊，说服大家，最好的实践就是最好的能前进的路径。购买和定制工具。尽一切努力使员工能够同意在最佳实践的界限内工作。其次，这需要大量的时间和金钱，而且工作压力（随之）增大。特别是管理似乎也受此影响，而（其）目的恰恰是为了减少这些！这是最糟糕的部分？（尽了）所有额外的努力一人无法引向更好的服务并提高客户满意度（才是）。

不知为何，要绕开最佳实践的人们常常有好的借口。慢慢的，这类感觉肯定会酝酿成"应用和实施最佳实践终归不是一个好主意"，并且还浪费钱。也许需要另外一个最佳实践了？

关键是行为【business is behavior】

好消息是最佳实践本身不是问题的所在。这都和行为有关系。人们尝试控制【show】浪费钱，浪费宝贵时间，危害服务级别和影响客户满意度的不良行为。最终，这种行为将危及企业，必须停止。不良行为会引起性能问题。大多数的性能问题是动机问题。

不能做？还是不愿做？

性能问题来自两个变量，"不能做"和"不愿做"。"不能做"行为表现在人们面对他们（还）没有准备的变化时。所需的技能、只是和工具都不具备，或者新的工作方式的确增加了人们无法承担的工作量。从这个角度来看，某些阻力是可以理解的，这通常还带来了逃避行为和表现的下降。当然，这类问题一般都已经是受控的。人们（通过）培训、认证，工具的购买和安装，工作量的管理等等（来解决）。

"不愿做"行为表现在当人们决定不遵从协议和程序时。就算有了万全的准备，培训，认证，管理提醒，意识宣贯，可用的工具和指示，人们依然选择不一样的行为。问题在于他们为了"摆脱"它，巩固了自身的（不良）行为。当然，经理会注意和讨论这种行为，但这看上去不会有改变。而更糟的是，别人会开始

复制这种不良行为，（很快）性能会下降，管理会变得脆弱。同时，病假率升高，最关键的是，客户的满意度下降了。

后果的力量

不良行为已经详细地如上所述了，一旦了解了它，就（可以）将它控制好。关键是行为总是带来了后果。人们从后果中学习。导致积极后果的行为对于实施者（有这类行为的人）而言是会重复的。技术点说，行为是自身结果的函数。所以，当雇员决定不使用新装的软件应用来记录事件的时候，他相信他能从中获得便利。从他的角度看，他成功了！这节省了他的时间，或者这隐藏了一个事实——他几乎不懂怎么使用这个新的工具。对付"不愿做"行为的唯一有效途径是改变实施者的后果。

误区

后果管理会存在一些误区:

- **第一个误区**是持续重复着自己喜闻乐见的行为，以及不受待见的行为。这个误区可以通过刻意地将行为与后果匹配而避免。更好的方法是让良好的行为（拥有）积极的后果。

- **第二个误区**是使用（高层）强力措施和惩罚，而忽视了去改变行为。当然，当不适当或者不道德行为展现后，必须跟进采取某种形式的纠正行动。但即使强力措施和惩罚看上去似乎能短期内见成效，（实际上）巩固期望的行为会更有效。恰当地巩固使人们愿意自发地行动和展现。这会让获得结果前的努力有一定增加，但这些结果是可以持续的。请注意：人们学习新的行为时，需要连续积极地巩固。

- 我想提的**最后一个误区**是"积极后果"通常与金钱挂钩。然而，对个人的关注和对期望行为的赞赏比额外的金钱更有效。顺便说一句，任何善意的、及时的赞美还是免费的。

对付不良行为

为了有效地处理不良行为，"摆脱它"（这种方式）需要停止。最快处理它的途径是为实施者将不良行为和非期望后果关联起来。然而，这仅仅是抑制了不良行为。期望行为也需要小心地指出。然后，当期望行为展现时，它必须（始终如一地）被巩固。高度建议去讨论这些干预措施，使得相关各方理解期望行为和积极后果。

于我何益?

每位面对新工作方法的人士都希望寻找这种变化的积极后果。"于我何益？"潜在的积极后果也许不会马上显得清晰或被注意到。就用人要戒烟来作对比。（原）吸烟者会马上丧失吸烟的乐趣，同时健康和身体条件的改善需要一段时间后才能体现。体验到迅速的积极巩固，会改善新行为采纳后的变化。要习得新行为，实施者必须接受持续的巩固。一个简单，适时的赞美或者其他欣赏的表示就足够了。最后，切记后果（包括积极和消极）一向都来自于行为。

结束语

查尔斯·达尔文说过"能长期生存的物种不是最强壮,也不是最有智慧的,而是最能适应变化的。"在引入框架和最佳实践时，能提供可持续变化的主要成功因素是长期地引入以及期望行为。新行为不只是发生，它需要重视和领导。最有力

和有效的"建立"新行为的途径是积极地巩固它。你将获得你所巩固的。巩固提升了新期望行为的被重复和接受的机会。著名的行为学专家奥布里•丹尼尔斯（Aubrey Daniels）说过"建立行为，自然会有结果"。

鸣谢 nnerieke Ruijter, Paul Wilkinson, Marius Rietdijk and Joost Kerkhofs 的反馈和贡献！

关于 Robert den Broeder

Robert den Broeder（1963）：Trigono BVd 的创始人和所有者。罗伯特在阿姆斯特丹的 Vrije 大学研究组织行为管理 是一位经验丰富的认证 ITIL 服务经理 培训师和教练。

备注：

1、（_____）表示原文中就有这样的括号；

2、【】一般表示译者实在没法翻译下去了，投降了的专属武器。

3、（）一般是译者添油加醋的道具。

Why Service Management Initiatives Get Stuck

Just about every professional IT service organization has adopted a best practice or a framework with the intention of structuring processes and professionalizing their way of working. The most popular choices are service management that uses ITIL® and project management that uses Agile and SCRUM. Usually, adopting and implementing them is a lengthy and costly endeavor. Reasons to start are obvious and they include improved quality of service, transparency and reduction of costs, improved communication and, of course, customer focus. Though well intended, the big issue is that these initiatives fail to deliver the results promised. Why is that?

Training, Certification, Gaming...
Quality of IT service is often still inadequate and many IT projects don't deliver in terms of time, budget and quality. This is remarkable! Despite the economic crisis, companies invest heavily in training and certifying their employees. In theory, all employees have the required knowledge and skills about the frameworks. However, this has not yet solved the problems described and so it seems that spending money on framework training only increases costs.

A confrontational "test" is playing a business simulation like the "Apollo 13 – an ITSM experience™" Simulations show how hard it is for certified IT personnel to apply the best practices to a specific case. Facts and figures collected by GamingWorks speaks volumes. And having certified employees is by no means a guarantee for better quality of service to your customers.

Blame the Framework? Or, Fix the Problem.

The first course of action is to review the structures introduced by the best practice. Revisions to Process documentation, awareness sessions, presentations and workshops are organized to convince everyone that the best practice is the best way to go forward. Tools are purchased and customized. Everything is done to facilitate that the employees are able to work as agreed within the boundaries set by the best practice. Again, this requires a lot of time and money, while the work pressure builds up. Especially, management seems to suffer from this effect, while the intention was to reduce just that! The worst part of it all? That all the extra effort still does not lead to better service and improved customer satisfaction.

Somehow, there always seems to be a good excuse for people to bypass the best practice. Slowly, but surely, the feeling emerges that adopting and implementing this best practice was not such a good idea after all...

and a waste of money. Maybe a different best practice is required?

Business Is Behavior

The good news is that the best practice itself is not the problem. It's all about behavior. People manage to show unwanted behavior, which costs money, wastes precious time, jeopardizes levels of service and impacts customer satisfaction. Ultimately, this behavior endangers the business and this must be stopped. Unwanted behavior causes performance problems. And most performance problems are motivational problems.

Can't Do Versus Won't Do

Performance problems come in two varieties, "can't do" and "won't do". The can't do behavior shows when people are confronted with a change that they are not ready for (yet). Required skills, knowledge and tools are not available, or the new way of working truly generates workloads that people can't handle. Some form of resistance from this perspective is understandable and usually leads to evasive behavior and performance drops. Of course, these types of problems are usually already under control. People are trained and certified, tools are purchased, installed, workloads are managed and so forth.

The won't do behavior shows when people decide not to follow protocol and procedures. Despite all preparations, training, certificates,

management attention, awareness sessions, available tools and instructions, people still choose to behave differently. The problem is that they "get away" with it and, thus, are reinforced for their behavior. Of course, the manager noticed and discussed the behavior, but nothing seems to change. Even worse, others start copying unwanted behavior, the performance drops (rapidly) and management gets frustrated. Also, the rate of sick leave increases, and on top of that, customer satisfaction decreases.

Power of Consequences

Unwanted behavior can very well be explained and, once understood, brought under control. The key is that behavior always has behavioral consequences. People learn from consequences. Behavior that results in positive consequences for the performer (the person showing the behavior) is likely to be repeated. To put it technically—behavior is a function of its consequences. So, when an employee decides not to use the newly installed software application to log incidents, he believes he benefits from this. And, from his perspective, he does! It saves him time, or it hides the fact that he hardly understands how to use the new tool. The only effective way to deal with this "won't-do" behavior is to change the consequences for the performer.

Pitfalls

Managing by consequences has a few pitfalls:

The first pitfall is to keep repeating ourselves with respect to the behavior we would like to see, and that which we would not like to see. This pitfall can be avoided by deliberately matching consequences with behavior. Preferably, positive consequences for the right behavior.

The second pitfall is the use of (hierarchic) force and punishment, while neglecting to change the behavior. Of course, when inappropriate or immoral behavior is exhibited, some form of corrective action must follow. But even though force and punishment seem effective in the short run, reinforcing desired behavior is much more effective. Proper reinforcement makes people want to perform and show discretionary effort. It takes a little more effort to get results, but these results are sustainable. Please note: for people to learn a new behavior, continuous positive reinforcement is required.

The last pitfall I'd like to mention is that "positive consequences" are usually associated with money. However, personal attention and appreciation for the desired behavior is more effective than extra money. By the way, any well-meant and well-timed compliment is free.

Dealing With Unwanted Behavior

For dealing effectively with unwanted behavior, "getting away with it"

has to stop. The fastest way to deal with this issue is to pair unwanted behavior with undesirable consequences for the performer. However, this only suppresses the unwanted behavior. Desired behavior must be carefully pinpointed. Then, when desired behavior is shown, it must be (consistently) reinforced. Discussing these interventions so that all concerned understand the required behavior and the positive consequences is highly recommended.

What's in It for Me?

Anyone confronted with a new way of working searches for the positive consequences of this change. "What's in it for me?" The intended positive consequences may not be immediately clear or noticeable. Compare it to someone who quits smoking. The (ex-) smoker immediately loses the joy of smoking, while the benefits of improved health and physical condition take a while to establish. Experiencing immediate positive reinforcement improves chances that new behavior is adopted. To learn new behavior, the performer must receive continuous reinforcement. A simple, well-timed compliment or any other sign of appreciation will suffice. Finally, it is imperative that consequences (both positive and negative) consistently follow the behavior.

Final Thoughts

It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change, said Charles Darwin. The main success factor in generating sustainable change when introducing frameworks and best practices, is the introduction of lasting, desired behavior. New behavior does not just occur. It requires attention and leadership. The most powerful and effective way to "implement" new behavior is to reinforce it positively. You get what you reinforce. Reinforcement improves chances that the new and desired behavior is repeated and accepted. Build behavior and the results will come, says Aubrey Daniels, renowned expert on behavior.

Thanks to Annerieke Ruijter, Paul Wilkinson, Marius Rietdijk and Joost Kerkhofs for their feedback and contributions!

About Robert den Broeder

Robert den Broeder (1963): Founder and owner of Trigono BV. Robert studied Organizational Behavior Management at the Vrije Universiteit in Amsterdam and is an experienced and certified ITIL® service manager, trainer and coach.