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Nota di contenuto	Preface; About the Author; Acknowledgements; contents; Introduction; Why do some organizations fail to realize the benefits of the Information Technology Infrastructure Library (ITIL) after implementation?; Chapter 1: How was Organizational Change Addressed during the Project?; Has the organizational change required for success been defined and addressed within the IT service management project?; Project selection; The value proposition; Chapter 2: Organizational Change; The human aspects of change; What motivates people to change?; Why does change affect them in this manner? How do we address the self-doubt? True stories from the frontline: the human aspect of change; Chapter 3: Organizational Change Models; ADKAR®; Metrics are part of reinforcement; Six Change model; 1. Education and communication; 2. Participation and involvement; 3. Facilitation and support; 4. Negotiation and agreement; 5. Manipulation and co-option; 6. Explicit and implicit coercion; Freeze Change model; McKinsey 7S model®; Strategy; Structure; Systems; Shared values; Skills; Style; Staff; Kotter's eight-step model for change; 1. Establish a sense of urgency; 2. Create a guiding coalition 3. Develop a vision and strategy 4. Communicate the change vision; 5.

Empower broad-based action; 6. Create short-term wins; 7. Consolidate gains and produce more change; 8. Anchor new approaches in the culture; How can an organizational change model help?; True stories from the frontline: an overloaded employee; Chapter 4: Selecting a Change Model; Which model is right for the organization and/or project?; ADKAR; Six Change; Freeze Change; McKinsey 7S; Kotter's eight-step model for change; True stories from the frontline: success was planned; Chapter 5: Accountability True stories from the frontline: accountabilityChapter 6: Planning; Organizational change plan; Communication plan; Planning tips and techniques; Chapter 7: Important roles; Roles and responsibilities; Governance; Chapter 8: Realizing the Benefits after the Fact; Chapter 9: Additional Guidance; Critical skills; Four areas for success; 1. Planning for organizational change; 2. Communicate about the project. Do it early. Do it often. Do it well.; 3. Engage the staff in the project; 4. Measure the current state, set goals, routinely measure progress, and publicize the outcomes.; References Appendix 1: ITIL Consulting and Advanced Organizational Performance Techniques TMITIL consulting services; ITG Resources; Other Websites; Toolkits; Training Services; Professional Services and Consultancy; Publishing Services; Newsletter

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## Sommario/riassunto

In ITIL® and Organizational Change, Pamela Erskine analyzes some of the reasons why organizations fail to realize the benefits of ITIL and offers practical ways to avoid these pitfalls. She examines ways to clear the many hurdles that can obstruct progress and investigates how to improve acceptance of change in the workplace.

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