

OPNETWORK 2004



Session 1234

Changing Behaviors and Technologies for IT Success

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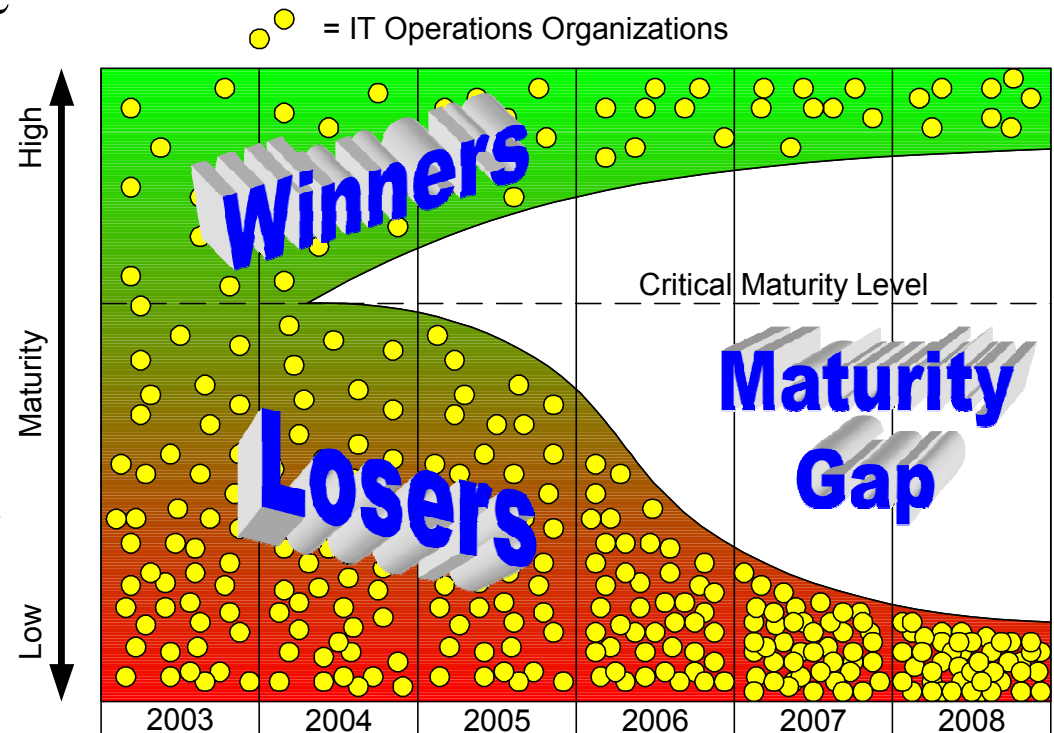


METAGROUP



IT Operational Success is in YOUR Hands

- A disruptive and irreversible shift is upon us
 - Those caught unprepared for the changes will become irrelevant
- The need to respond to complexity and change is paramount
- An expanding gap in maturity levels between those who can face new challenges and those who cannot is a dire threat
 - By the decade's end, it will be difficult to cross this chasm
- Failure **CAN** be avoided
 - Adopt structured processes
 - Implement appropriate automation technologies
 - Employ advanced analytics to drive automation
 - Use configuration and change mgmt. to foster discipline
 - CHANGE harmful cultural habits and org structure





Changing Behaviors Within IT

- We have focused too heavily on individual infrastructure technologies without consideration on the entire ecosystem
 - A shift to applications and processes is finally gaining momentum
 - The bottom line of our existence is **service to the business**, period!
- Technology silos make sense from an engineering perspective, but not for ongoing operations
- Changing old habits is difficult, but the world is changing and we must adapt accordingly
- Dismantle political fiefdoms despite the pain associated with this transition
- Change incentives to reward progressive behavior
 - Rewarding heroic efforts perpetuates inefficiency

“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”

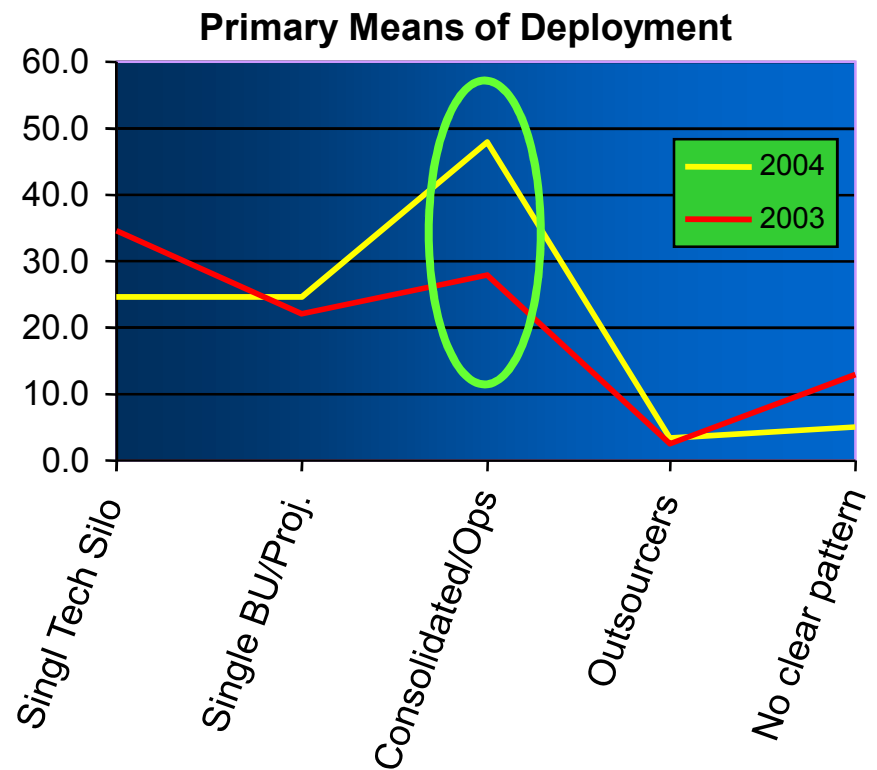
- Charles Darwin -



Operational Consolidation

- Common operations are more efficient than silo-centric
 - Shared staff, technology, and processes
 - Cost savings “can” exceed 50%
- Organizational restructuring is likely
- Most management responsibility resides in the command center
 - Unified subject matter expertise in the automation technologies used
 - Sister group to the command center operations teams
 - Works in conjunction with infrastructure and application engineering groups
- Senior leaders will mandate consolidation to save costs

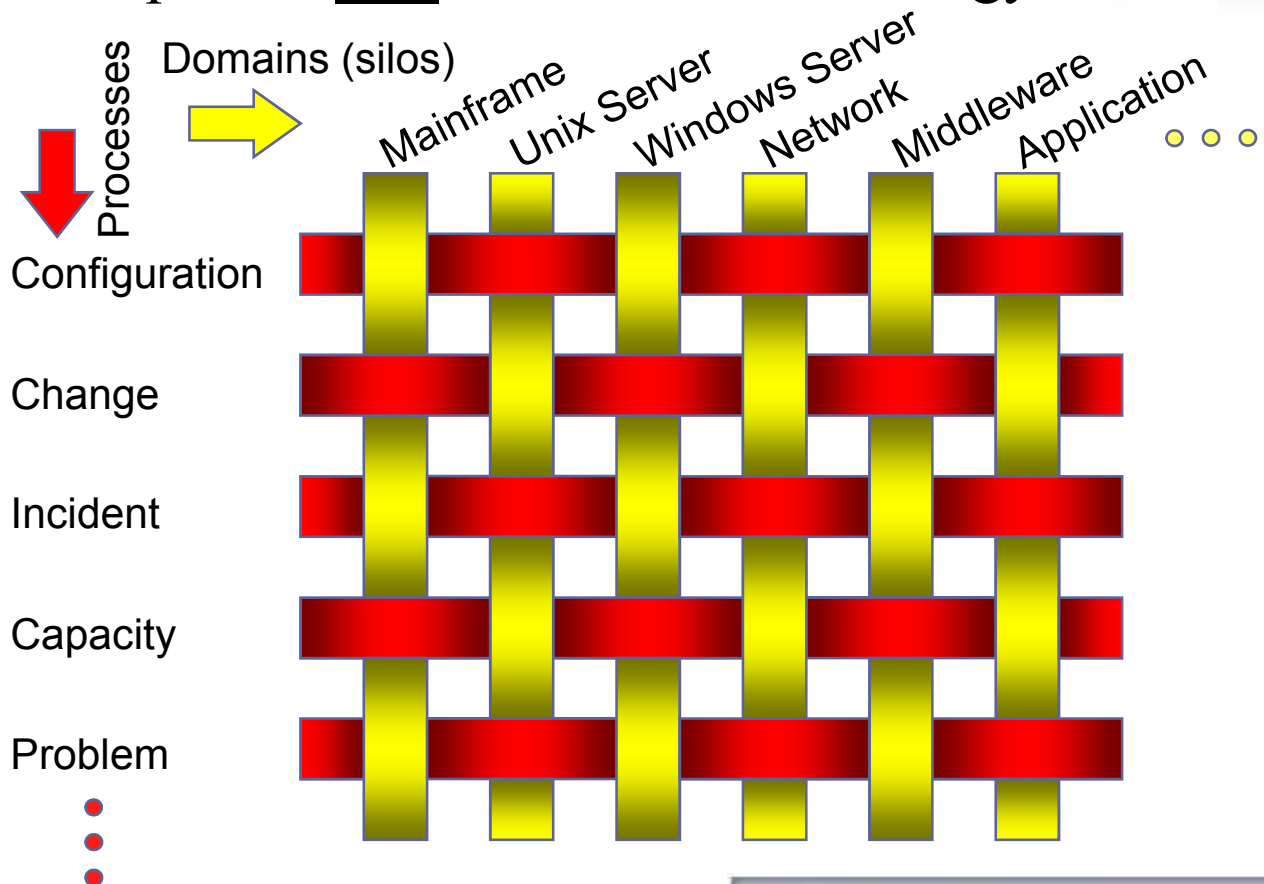
A Positive Deployment Shift Is Occurring

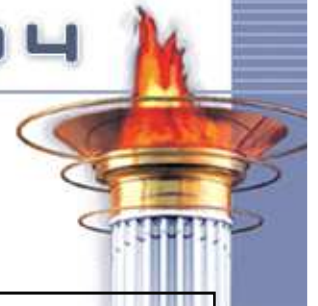




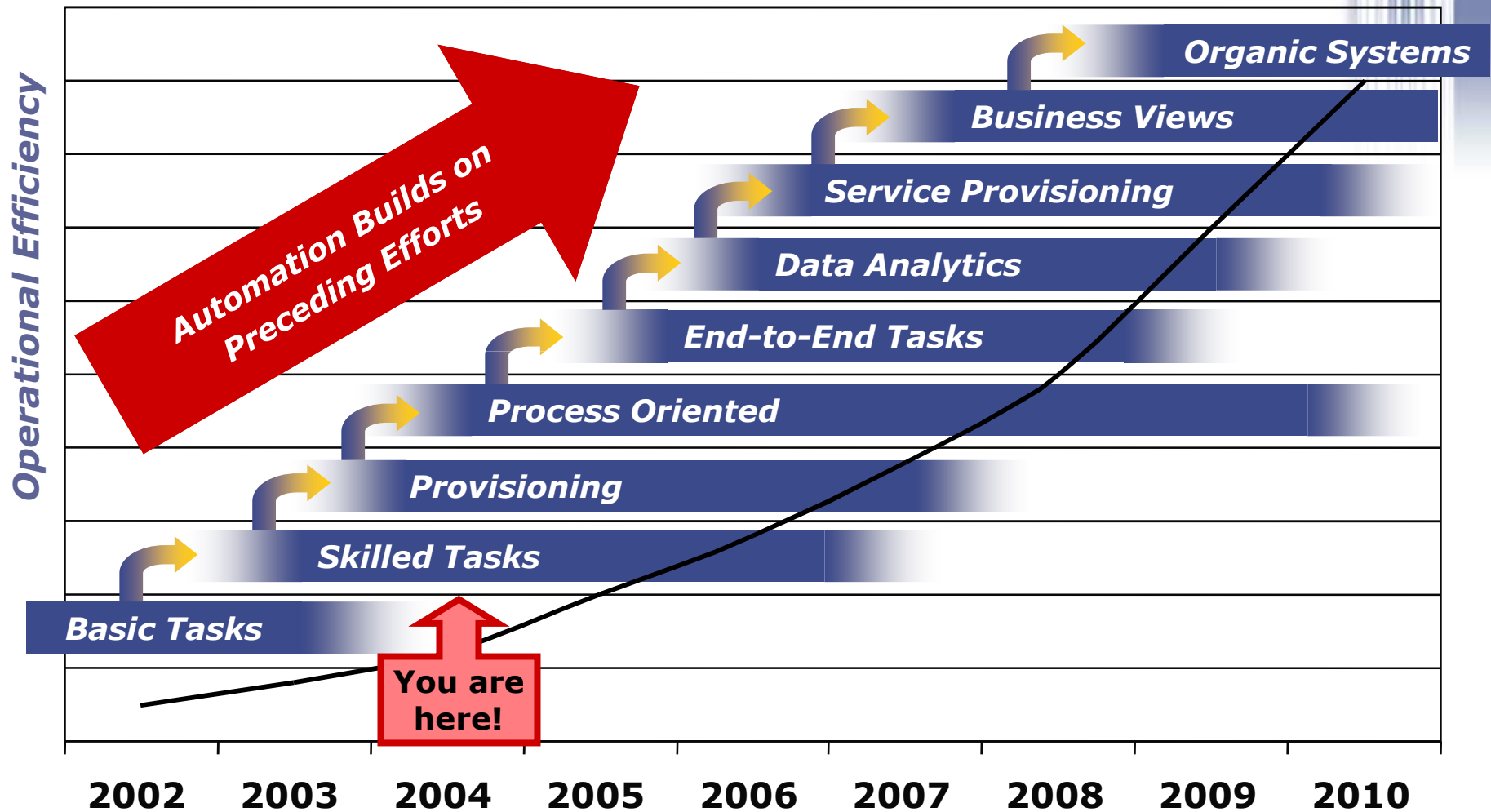
Process Discipline

- All processes must span silos to be effective
- The process defines the methods used in operations
- Execution requires silo-specific **and** centralized technology
- ITIL is a good start, but it is incomplete
 - No provisions for maturity models or continuous improvement
- Start with incident and address configuration and change ASAP
 - Then capacity





Automate Everything Possible





Performance Analytics

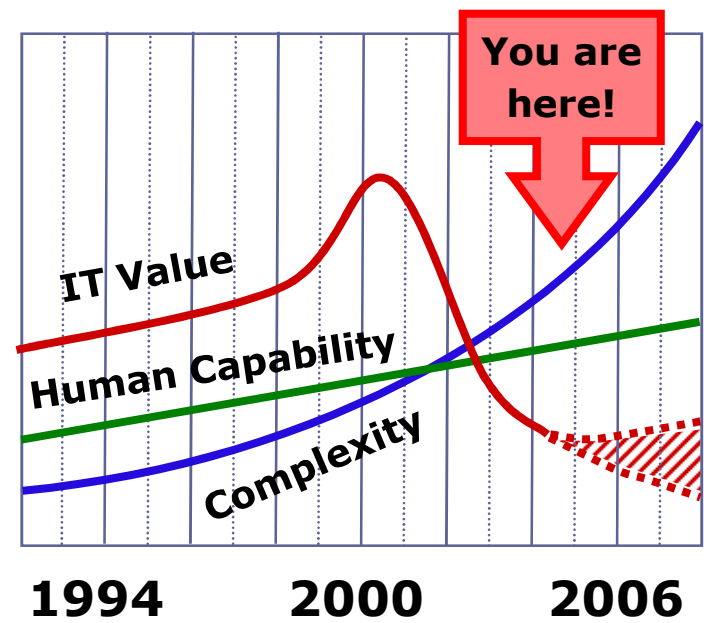
- Performance “management” has been mostly limited to data collection and reporting with very little **management**
- Visually attractive reporting has limited actual value
- Automate data analysis to more accurately detect anomalies
 - Conditions that actually require action, not just arbitrary thresholds
- Take action based on performance information
- Statistical baselines are now beginning to be used
- Future developments will perform multivariate analysis based on relationships within behavioral models
 - Similar to genomic pattern processing
 - Other scientific and mathematical discoveries will spawn innovation



Configuration and Change Management: The Key to Operational Discipline

- Manual configuration is wasteful and error-prone
- Most IT organizations lack adequate change management and almost none have automated enforcement controls in place
- New architectures, technologies and business demands exacerbate complexity
 - e.g., Utility computing, VoIP, Web Services, SOA
 - e.g., M&A, governance
- Discipline results in savings which ensures IT viability and job security

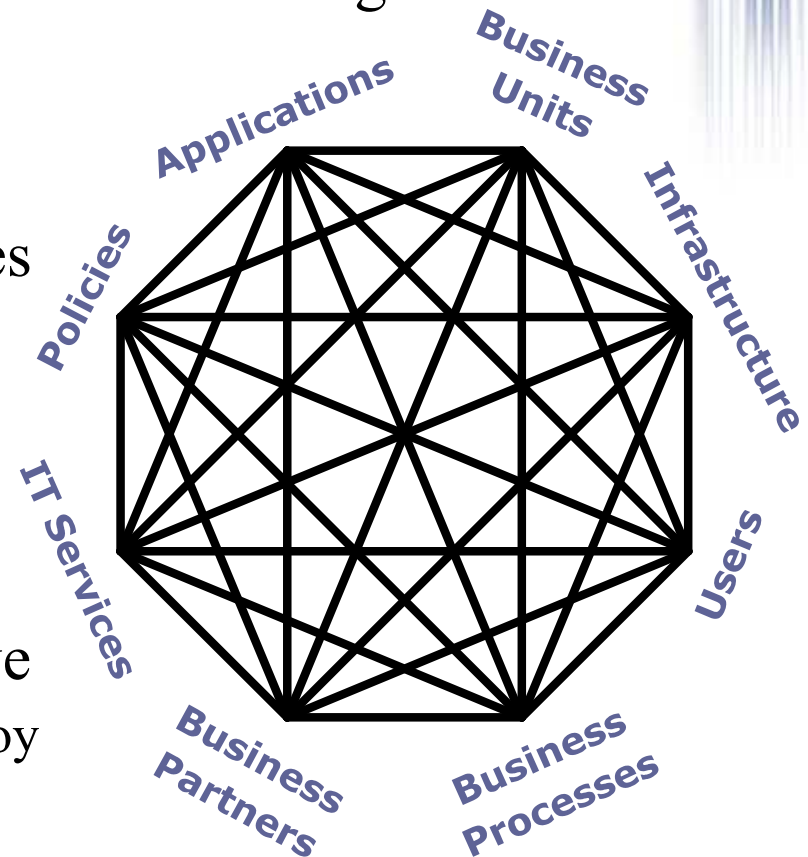
*Visibility and Control are
the Enemies of Complexity*





Leverage Relationships for Full Visibility

- Relationship mapping is the key to understanding ANYTHING in the universe!
 - Why should IT be any different?
- Relationships define the structure that binds components into services
- Some relationship discovery can be automated
 - e.g., network topology is easy, emerging application discovery products fill a huge void
- Full automation will remain elusive
 - Capture everything possible and employ new discovery capabilities when they become practical
- Use relationships to enrich configuration information

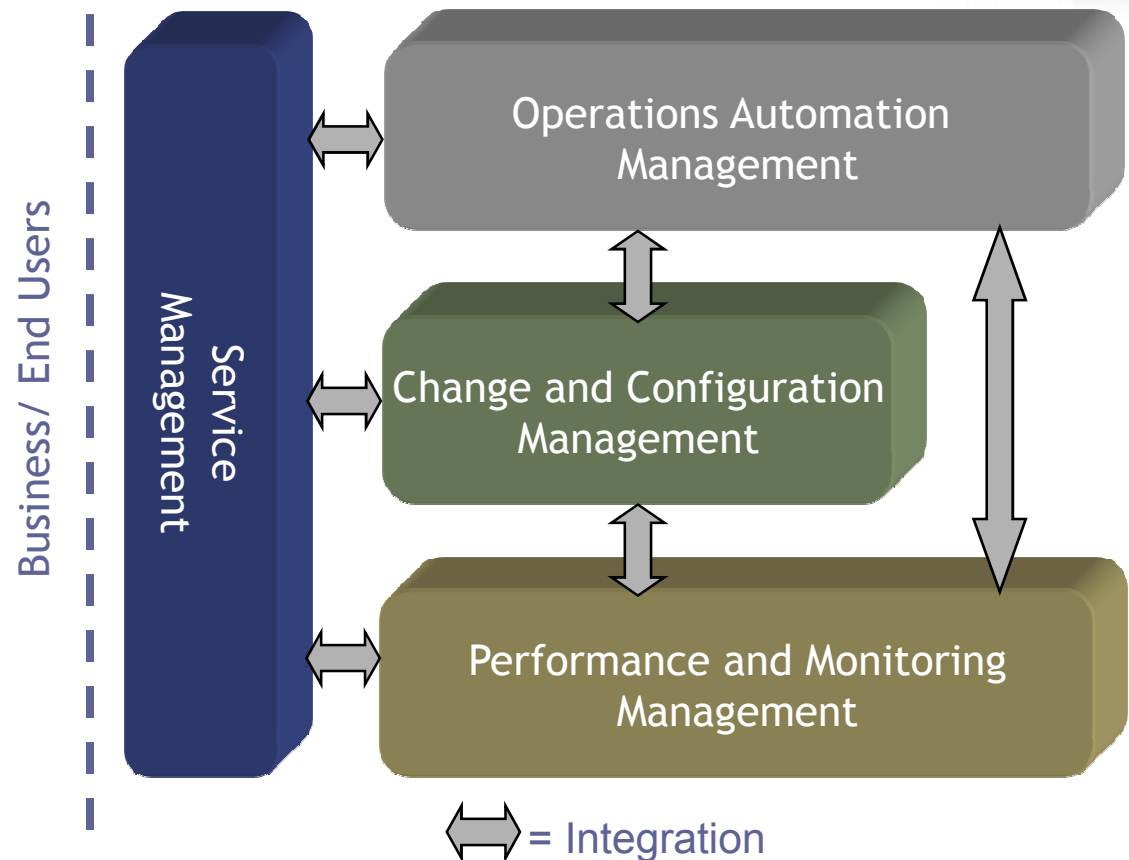




Management Portfolio Management

- Seek an “anchor” vendor for most commodity needs
 - e.g., server monitoring, network monitoring
 - Large, broad vendors fit
- Augment the anchor with specialized technologies
 - Especially when the anchor’s solution is inferior or missing
- Minimize redundancy
 - e.g., only one server agent
- Keep what works
Discard what doesn’t
Buy what’s missing

META Group Management Model





Practical Steps Toward A Successful Future

- Obtain genuine executive support, as ambitious change requires committed (and sometimes tough) leadership
 - Transformation without strong executive leadership is doomed
- Adopt structured process best practices
 - Combinations of ITIL, COBIT, and other process optimization best practices are best (e.g., META Process Maturity Model)
- Discard technology silos in operations and dismantle the associated political entities that perpetuate poor service
- Deploy automation technologies that make sense
 - The grand vision of auto-adaptive everything is years away
 - Start with basic tasks and automated analysis of performance and configuration information across related components
 - Tap into the power of relationships since they hold the secret to understanding and then controlling infrastructure and applications
- Rationalize the management tool portfolio
 - Too many tools and too little value without sensible integration
- Become adaptive to change!
 - The alternative is not an attractive option ...