



## ABC of ICT card set

An innovative NEW ITIL awareness, assessment and training instrument

**Fact:** ITIL is becoming increasingly important for IT companies in order to bring IT under control. A CIO.com investigation revealed 96% of CIOs will be investing in ITIL.

**Fact:** Many ITIL implementations fail to achieve their desired aims. A Forrester report revealed that the biggest reasons for ITIL initiatives failing is resistance to change 52%, failing to get buy-in and acceptance (**Attitude**), the second reason was lack of business interest (**Attitude**).

**Fact:** A recent article in the Wall street journal revealed problems in Aligning business and IT. A glass wall exists between business and is created by:

- Mind-set differences between management staff and IT staff, (**Attitude**);
- language differences, (**Culture**);
- social influences, (**Culture**)
- flaws in IT governance - defined as the specification and control of IT decision rights (**Behavior**).

**Fact:** A survey we conducted with a 1000 students having played the 'Apollo 13 – An ITSM case experience'<sup>™</sup> revealed the single biggest success and fail factor is 'People' related (**Attitude, Behavior**).

**Fact:** I gave presentations at ITIL conferences 10 years ago explaining how the ABC (**Attitude, Behavior** and **Culture**) was the key fail factor affecting IT organizations then.

**Fact:** I have been invited back to give EXACTLY the same presentation 10 years later. Too little has changed, despite best practices such as ITIL V2, and now ITIL V3.

**Fact:** We can **NO LONGER AFFORD** to have ITIL and ITSM improvement programs **FAIL** because of the growing importance of IT to the business.

**Fact:** In a mini survey with itSMF members, using our ABC cards, 94% of respondents felt that current ITIL training and certification does not adequately address ABC issues, although V3 is promising to.

**Fact:** IT organizations need help in identifying and solving these ABC issues if ITSM initiatives are to finally succeed.

**Fact:** The **ABC of ICT card set** is an instrument that will help IT organizations finally solve these ABC issues once and for all.

## What is it?

A set of playing cards, developed by GamingWorks in association with Van Haren publishing. The cards contain 57 industry recognized ABC (**Attitude, Behavior, Culture**) worst practice cartoons. **These cards are used as an awareness or assessment instrument and are designed to be used by teams within an organization to stimulate dialogue and focus attention on resolving ABC issues. The cards can be used with a range of separate exercises for various stakeholder groups.**

## What can you do with them?

- You can use them within traditional ITIL awareness or training sessions to help **identify issues** that need resolving by ITIL, or **identify issues** that need resolving if ITIL is to work!.
- You can use them in team meetings for **self reflection and assessment**, ask a team of IT people, "If we gave these cards to a User which ones would they choose and say 'this represents our IT organization'".
- You can use these as a real **survey**, give them to YOUR Users and Customers and ask them to choose worst practices that apply to YOUR IT department.
- You can use them to **confront people**. Select cards appropriate to your organization and put them on the table when people display a certain worst practice behavior. You can then discuss why this card was put on the table.
- You can give them away as **gifts** to all IT staff to **create awareness**, at the start of an improvement program, or to use themselves.
- You can put cartoons on your web-site to raise awareness of issues, and have people vote on the applicability of a worst practice to YOUR organization, and leave quotes & comments. This helps you **capture input** for improvement programs.

## Examples:

The ABC cards were used in a workshop at the itSMF Best practices conference. Sixty people were divided into small teams and were given a set of ABC cards and some exercises.

### Summary of findings:

Here is an overview of the top scoring ABC worst practice cards chosen in the workshop.

<b>Attitude</b>	<ul style="list-style-type: none"><li>• IT not seen as an added value partner (4)</li><li>• Neither partner makes an effort to understand the other (4)</li><li>• My TOOL will solve ALL your ITSM problems (4)</li></ul>
<b>Behavior</b>	<ul style="list-style-type: none"><li>• We don't measure our value contribution to strategy (5)</li><li>• Throwing ITIL solutions over the wall and hoping people will follow them (5)</li><li>• Process managers without authority (4)</li></ul>
<b>Culture</b>	<ul style="list-style-type: none"><li>• 9 to 5 culture (4)</li><li>• Not my responsibility (4)</li><li>• Blame culture (4)</li></ul>

This can be used as input into a service improvement program.

The itSMF in the Netherlands are posting worst practice cartoons and statements on their website and letting people vote and give feedback. The results are worse than I suspected.

<b>Statement 1</b> Result: <b>89%</b> agreed	'We are not Customer focused enough in IT'.
<b>Statement 2</b> Result: <b>86%</b> agreed	'We are poor at sharing and reusing knowledge in IT'.
<b>Statement 3</b> Result: <b>94%</b> agreed	'Current ITIL training and certification does not adequately address ABC issues'.

Using the cards in this way helps you to identify training needs, and issues that need solving in your organization. This allows you to capture input for a CSI initiative or SIP and focus your marketing and communication on explaining how a CSI or SIP will address and resolve these issues.

## How do I use them?

GamingWorks has developed a set of exercises that you can do with the cards. We have documented some of these in a white paper. We have also produced a summary report on exercises that were performed in an itSMF conference.

- You can carry out these exercise as part of your consulting or training.
- You can use the example exercises to inspire you to design YOUR own exercises.

We will be publishing an ABC of ICT book which will contain more exercises, case studies of worst practices and practical advice from industry experts to help you solve them. The book will also describe examples of behavior and what to look for to help you understand how to use the cards and what type of questions to ask.

These cards enable you to:

- identify, recognize and agree whether these worst practices apply to their organization;
- look at worst practices from the perspectives of different stakeholders;
- identify how stakeholders are impacted by a worst practice and identify which stakeholders display which type of worst practices;
- enable teams, possibly comprised of various stakeholders, to get together to discuss the worst practices;
- discuss and agree the consequences and risks of these worst practices;
- recognize and create 'buy-in' to the 'need' to find a solution to resolve them;
- identify stakeholders that need to be involved in solving the worst practices;
- discuss and agree possible solutions to resolve the worst practices;
- provide input to 'Continual Service Improvement' initiatives.

They are a powerful learning instrument and a powerful change enabling instrument when used in this way.

## What does the ITSM community say about the cards?

We asked people from the ITSM training and certification community to tell us if they felt the ABC cards added value (To help them fill the gap in ITIL training and certification):

- **Maarten Bordewijk, Getronics-PinkRocade, senior ITIL trainer, Netherlands**  
“Any IT Service Management initiative that doesn't address ABC is bound for failure. Any educational institute wanting to give people the capabilities and knowledge for successfully applying ITIL should use the ABC cards to support the necessary discussion in training modules.”
- **Alejandro Debenedet, EXIN, Netherlands**  
“The ABC card exercise was a lot of fun, and put people immediately to work, brainstorming on the worst practices and their consequences. From my perspective at EXIN, I see that the ABC card set helps people understand the problems and the typical worst practices. It helps people discuss the consequences and possible solutions, and with that it achieves something very important: ***it gives hands-on experience in solving ITSM related issues.***”
- **Peter Lijnse, Director Service Management Art, Canada**  
“This card game is a valuable instrument for training and consulting companies like ours. Because it is easier to point out worse practices. I use some of the cards in training or consulting sessions. The moment I see the behavior I take out the card and put it on the table, so we can have a discussion around it. It is much more powerful than addressing it verbally”.

### Feedback from customer organizations attending the workshop:

*“...Last week I attended your workshop with the cards on the ITSMF congress in Ede. I am very enthusiastic about these cards and want to introduce them in my organization.”*

*“These are terrific!!! I have a couple ideas about how we could use these.”*

*“I only understood the cards to be a gimmick, but it looks like a half day or day workshop session around changing attitudes, behavior and culture is possible. THIS, I can use!”*

### End evaluation of the itSMF congress

“what was most valuable for you?” answer “the ABC of ICT workshop” ...

And when we asked for the kind of interactive session they would like to see more, they said “the ABC of ICT workshop”.

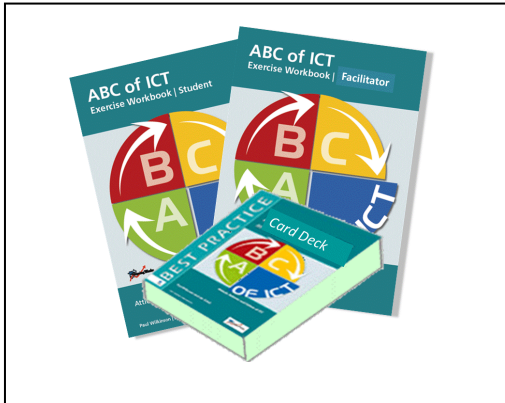
If you would like to know more about HOW you can use these cards and what types of exercise you can perform please contact me [p.wilkinson@gamingworks.nl](mailto:p.wilkinson@gamingworks.nl) or visit our website

[www.gamingworks.nl](http://www.gamingworks.nl)

## Want to know more?

If you would like to know more about HOW you can use these cards and what types of exercise you can perform please contact me [p.wilkinson@gamingworks.nl](mailto:p.wilkinson@gamingworks.nl) or visit our website [www.gamingworks.nl](http://www.gamingworks.nl)

We have developed a new **Facilitator manual** and **Student manual** to be used together with the ABC of ICT cards. We are offering these as a package with a 'price per student' offering. You can order the package through us at [order@gamingworks.nl](mailto:order@gamingworks.nl). Contact us for pricing details.



### Facilitator manual

The Facilitator manual is 50 page manual containing a number of key exercises that can be performed using the cards. The manual contains:

- A description of what ABC is and why it is relevant.
- A description of the ABC of ICT card set.
- 5 detailed exercises that can be performed using the ABC of ICT card set.
- Worksheets that can be completed, by the delegates as part of the exercises.
- Introduction and reflection notes and teacher tips to assist a facilitator in running the exercises.
- 15 other proposed exercises described at a high level.

### Student manual

The student manual serves as a workbook for the exercise. This contains:

- A description of what ABC is and why it is relevant.
- A description of the ABC of ICT card set.
- 5 detailed exercises that can be performed using the ABC of ICT card set.
- Worksheets that can be completed, by the delegates as part of the exercises.
- Personal notes and actions pages for follow up activities.