



## PREPARING TO IMPLEMENT SERVICE MONITORING INTELLIGENCE

A WHITE PAPER BY

John M. Worthington, Principal - MyServiceMonitor, LLC



*Prepared for:* eG Innovations, Inc.  
*Version:* 1.0  
*Date:* February 2010



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# About the Author

## John M. Worthington

John Worthington has 30 years in IT, having been involved with the service delivery management space from the supplier side, as a customer, and as a consultant. His career includes executive positions at Unisys, AT&T, Loral and CIBER. In addition, John has experience with several emerging software start-ups in the service management space.

He holds the following certifications:

- ITIL© Expert
- CISA
- PMP
- Certified Process Design Engineer
- Certified Process Professional
- Certified eG Innovations Engineer



Doing business as MyServiceMonitor, he is an Authorized Consulting Partner (and was the first US customer) of [eG Innovations](#), the leading provider of infrastructure performance monitoring and management solutions.

## Document Purpose and Author's Comments

Having worked with eG Innovations for over 5 years and doing ITIL© consulting and training along the way, I am well aware of the challenges to ITSM adoption, and these hurdles can mirror those we see in installations of intelligent service monitoring software. The purpose of this white paper is simply to share some thoughts on what has often been a savage journey on the road to ITSM excellence, in the hopes that we can someday realize the true potential of the eG value proposition and IT service management.

Planning your Road to Nirvana



PLAN

Just do IT



DO

Where Are We (burning) Now?



CHECK

Reaching ITSM Nirvana



ACT

## A Word about my Writing Style....

When I am writing White Papers it usually means I am not with customers, and I know myself well enough now to understand that this is not good for me (and I don't mean just \$\$...). It is unfortunate that we either have no time to think --- or way too much --- and this frustration tends to wind up in my writing. If it bothers you, I am truly sorry.

While I like to kid about 'The Savage Journey to ITSM Excellence' I understand it's no joke for those on the front lines. I have scars just like you, and any sarcasm that comes out in my writing is purely related to keeping my sanity and not intended to offend.

I wish you godspeed and good luck.

# Introduction

If you are not familiar with IT service management concepts (i.e., ITIL©) and the differences between service monitoring intelligence and traditional domain-based monitoring, I may lose you along the way. In order to minimize that, this section will establish some basic concepts and definitions.

The IT Infrastructure Library (ITIL©) has become the most recognized set of guidance on IT Service Management (ITSM) worldwide, and I'm not about to attempt to re-define or argue about the Good Books' terminology or definitions. While you do not have to know in detail all of the terms in the ITIL© publications, there are a couple worth noting before we begin.

Do not skip this discussion, as it lays important foundations for the remainder of the document. I promise I'll be brief!

## Services, IT Service Management, & Business Service Management

ITIL© defines these as,

*Service - "A means of delivering value to customers by facilitating outcomes customers want to achieve without the ownership of specific costs and risks."*

*IT Service Management (ITSM) - "Service management is a set of specialized organizational capabilities for providing value to customers in the form of services."*

*Business Service Management (BSM) - "An approach to the management of IT Services that considers the Business Processes supported and the Business value provided."*

It is critically important to ask yourself WHO IS THE CUSTOMER? when reading these definitions. Most IT organizations will answer this as 'the Business'. However, if you really ask the Business what it is they want from IT you are likely to get a definition much closer to Business Service Management.

When IT focuses on providing IT Service Management, it is common to establish definitions of services that are technically oriented and only serve the Business indirectly. The unifying thread that should tie both IT and the Business together are the external customers of the organization; business processes should be established from this perspective, and the underlying IT Services supporting them mapped in a way that supports end-to-end transactions regardless of Business or IT functional boundaries.

## Service Monitoring Intelligence

As complex as the interdependencies between technical infrastructure components are (i.e., CMDB madness<sup>1</sup>), the number and interdependency between IT Services can be just as significant. This is one reason why many organizations are looking to Service Catalog technologies to help understand and communicate this to various stakeholders. At this time, there is a significant disconnect between Technical Service Catalogs (where IT views the Business as a customer) and the Business Service Catalog (which should be structured around business processes in support of the external customers of the organization).

In fact, in eG's value proposition;

MyServiceMonitor, LLC

Preparing to Implement Service Monitoring Intelligence

*“to monitor what is happening at every layer of every component in an end-to-end service infrastructure --- network, system and application --- and automatically determine which layer of which component is the source of an anomaly.”*

the intent of the words ‘*end-to-end service infrastructure*’ are so fundamental that it can make or break your ability to fully leverage the software.

Service definition remains paramount, and this is where the vast majority of service monitoring intelligence implementations fail to realize their full potential.

### **Endnotes and the Endgame**

I have identified information sources as best I can, and have provided links to the authors, companies (and my blog) where additional information can be found. Some of this is pretty good stuff, and I hope you’ll take a look.

We will read about ITSM Nirvana in a moment, but let’s say for now that Service Monitoring Intelligence is typically used tactically to make some specific pain go away (such as ‘*we need a VDI monitor*’). Using Service Monitoring Intelligence to reach ITSM Nirvana will take much more effort and indeed is part of a long (often painful) journey; but even if ITSM Nirvana seems far away for you, slow, steady application of Service Monitoring Intelligence can be a very effective tool along the road.

Drive carefully.

# Planning your Road to Nirvana

Most of the time IT is so busy avoiding train wrecks and dealing with the complexities associated with n-tier (and now virtualized) service infrastructures, that a discussion of ITIL©, service management or (god forbid) business process falls on dead ears.

While this is understandable, it is also regrettable. The result is usually a Project Plan that is highly focused on installing the software. Many customers have had enough of ITIL© and BPM consultants, and having practiced in both these areas I can understand why:

- Process improvement takes time, people and money. There is little of any.
- IT is pre-disposed to software installation and projects, and is often disconnected with the Business.
- With the possible exception of ITIL©, there are few broad-based standards and certifications available.

The result is a confusing mix of tools, techniques and methodologies in a business climate that desperately needs rapid improvements, immediate cost reduction and quality improvement. A recipe for a Savage Journey if ever there was one...

## Monitoring Intelligence and the Bigger Picture

As soon as people hear the word 'monitoring', certain images come into mind. Most IT people think of traditional domain-based monitors (of which there are hundreds), business people may think of reporting (i.e., decision support) and perhaps process oriented stakeholders would think of tracking Key Performance Indicators (i.e., Balanced Scorecards).

They would all be correct. Monitoring is a very broad-based activity. Service monitoring in our context is focused on the IT infrastructure, and as various stakeholders realize this the tendency is for them to be much less interested in the project (since the perception is there's much less in it for them). So obtaining their support gets more difficult.

This reality also will increase the probability that IT view service monitoring intelligence as a software installation, and (worse) not really something that the Business needs to be involved in. It perpetuates the status quo, and lays evil traps for the poor bastards who sold the organization on the value proposition for service monitoring intelligence (each of whom defined "end-to-end" and "service" from a different perspective<sup>2</sup> than IT).

Finally, even when there are BPM and/or ITIL© initiatives in place, it's tough to put service monitoring intelligence into the traditional ITIL© and BPM 'boxes'. Most process improvements involving these frameworks and approaches are (not surprisingly) focused on workflow. Getting staff up to speed on ITIL© (particularly Version 3) can help them appreciate the potential improvements to Event Management, Capacity Management and Service Level Management but monitoring often does not fit neatly into traditional ITSM Road Maps.

The Business is frequently not an integral part of that Road Map, and it's common for the Business to have either no process documentation or be buried in it. Neither of these situations does any good for the IT organization.

## Key Planning Elements for Implementing Service Monitoring Intelligence

These elements apply regardless of size, however the larger and more complex the organization the more critical they become.

### Installation vs. Implementation<sup>3</sup>

If you think about the discussion we had about definitions of terms like ‘service’ in the Introduction (*you didn’t skip it did you?*), as well as the broad range of stakeholders that may have differing views of ‘monitoring’, you can see how this kind of project can be notoriously *Wicked*<sup>4</sup>.

Where your project is sponsored from will have a great deal to do with how you will be able to define services. Organizational size, process maturity, politics and the relationship with the business all come into play. However, regardless of the complexity of your stakeholder relationships, the project team must understand the difference between installing the intelligent service monitoring software and implementing service monitoring intelligence.

Installing the software does not equate to successful implementation of service monitoring intelligence, a fact that is often missed during the planning stages. The result is dilution of the anticipated benefits.

### Targeting Stakeholders and Services

Many eG clients will initially target a specific service, or (more likely) an IT pain-point such as management of a virtualized service infrastructure. The software can quickly provide benefits in these situations, and this is supported by independent analysis of eG installations. However, many organizations will also quickly want to do more...

This is where the road can get bumpy. We wind up back in the definition of services game, and without adequate understanding of business processes, external customers and stakeholder relationships, things can get ugly as fast as the initial benefits were realized.

Having an early discussion about installation vs. implementation and setting the agenda (and expectations) up front with key stakeholders can:

- Clearly communicate to all stakeholders when benefits will be realized (and by who), what it’s going to take to achieve them (and by who), and re-enforce a cyclical approach to implementation (i.e., continuous improvement)
- Solidify sponsorship at the beginning of the project, and establish effective plans to increase sponsorship as the implementation proceeds
- Reduce the risk that business case benefits will not be realized, and/or the potential for mis-communication about how and when benefits will be realized
- Improve the utilization of scarce resources, by targeting and defining services that have clear objectives and sponsorship

Taking the time up front to build stakeholder and services target planning into the project installation and implementation plans can save significant time, improve communication and increase the benefits obtained from the investment.

# Just Do IT

Of course the risk of discussing Stakeholder and Service targets early can be an ambitious road map, and it's very easy to overreach. Remember, *installing the software's* the easy part. *Implementing* service monitoring intelligence is much more like adopting IT Service Management, and involves organizational transformation and change.

In large organizations, failure to distinguish between project management of the installation efforts, with program management of the transformational implementation activities, can result in a bad trip. Without the overall governance of the implementation program --- including broadening sponsorship, developing change agents and all that goes with any organizational transformation --- the monitoring instrumentation quickly devolves into a morass of instrumentation requests that swamp the administrators, confuse stakeholders and fail to deliver any benefits.

This is where Stakeholder and Services targeting play such a pivotal role, particularly as clients evolve from the traditional pain-points (i.e., virtualization) to broader-based objectives (i.e., BSM).

## Slow & Steady Wins the IT Race

Cycles of monitoring instrumentation are improvement cycles; if too much is attempted in the initial cycle then risk increases and potential benefits can be delayed. Scoping these initial cycles is very important.

For example, let's say that a customer pain-point is "*How are we going to monitor Virtual Desktops?*". We can quickly set out and succeed in establishing service monitoring intelligence for 'VDI Services' (which I would argue is a Technical Service). So, we JUST DO IT. However, it will not take long for some stakeholders to want the same benefits for other end-to-end services (which may not even be defined yet).

The planning you've done up front has anticipated this, and your Program Plan has incorporated the following investments as part of your implementation of Service Monitoring Intelligence:

- Training in ITIL© for IT staff, so they understand the concept of a Service and IT Service Management. Having done so, you also recognized that the establishment of a Service Catalog is likely to result in Technical Services being defined first, since business processes may not be.
- You've communicated with the Business about what will be required in order to properly instrument end-to-end business services for Service Monitoring Intelligence, and identified resources that will begin to establish process models based on external customers.
- You've identified how managing future requests for monitoring instrumentation will be handled, and how the portfolio of services will be prioritized, effectively establishing a governance mechanism for the program.

These steps have resulted in the following activities, many that take place in parallel over the life of the implementation plan.

### *IT Operational Improvements*

The IT organization is focusing on what they do best; installing service monitoring intelligence from the ground up with the initial focus on VDI. Of course, as ITSM concepts are more fully understood, more services begin to get defined, resulting in the establishment of a Technical Catalog and critical service infrastructure segments being instrumented for monitoring. The Service Desk and the Operations Bridge take advantage of the monitor for the services instrumented.

### *Business Alignment Activities*

It's clear to the Business that 'end-to-end' must be defined; in fact, this has led to a recognition that fragmentation exists in the Business organization as well, and so training in Customer Expectation Management<sup>1</sup> (i.e., Outside-In thinking) is initiated. Business processes begin to get defined from Level 1<sup>5</sup> down, with the external customer as a basis for establishing end-to-end requirements.

### *Portfolio Management and Governance Activities*

IT Operations has a clear understanding of how to distinguish between requests for operational tuning of the monitor versus a new instrumentation request. Stakeholders understand that new monitoring instrumentation requests are actually Service Improvement Programs (SIP), and must be supported with the appropriate business justifications.

The ongoing SIPs are evaluated as part of the overall program governance process with the Business, which establishes priorities based on overall benefit to the organization and availability of resources.

This initially resulted in the definition and targeting of a critical business service in support of external customers, and resulted in improvements in service quality and greater IT efficiencies. Perhaps more importantly, it began to establish a Road Map that was not limited to IT --- there was a clear lane for the Business as well.

The scenario was intended to make a point. It's ok to justify and install service monitoring intelligence for a specific pain-point like VDI, and in fact many customers will do so. However, anticipating how service monitoring intelligence can be integrated into longer-term IT and Business initiatives can pay great dividends down the line.

Be careful of just doing IT, you'll need the Business along for the ride to reach ITSM Nirvana.

## Where Are We (*burning*) Now?

Thinking ‘*slow & steady wins the IT race*’ may not be your idea of success; most IT folks are mercilessly whipped to do more --- with less --- and do it increasingly faster. This can be so overwhelming that operational staff have no real idea where we stand at a tactical or strategic level; they’re simply moving from one fire to the next...

This can be hazardous, since

*“managing the IT infrastructure from a higher-level perspective will require new skills in areas such as capacity planning and monitoring. For many system administrators, this situation will require a skill upgrade and a shift in perspective from tactical to strategic.” -- Virtualization for Dummies, Bernard Golden<sup>6</sup>*

As the pace of business and complexity of IT increase, remaining at a reactive, operational level can put the Business (and your IT career) at risk. Going to school is not limited to getting certifications, it means keeping an eye on what’s happening at every level; strategic, tactical and operational.

### Who’s Asking this Question?

Think about it; you’re likely to get a very different answer to this question at a strategic, tactical or operational level. Those familiar with ITIL® may recognize this question as part of the Continual Service Improvement Model (of course without the word *burning*).

Part of the *Wicked*<sup>3</sup> nature of these programs / projects is not simply the number of different stakeholders, but the different levels and perspectives of the stakeholders involved. It is critically important that you have answers to this question from the right perspective, since your journey will be re-directed based on the perceived starting point.

The traditional ‘*make the pain go away*’ business case, such as solving the VDI monitoring dilemma, can make the answer relatively easy. However, as services are added and customer relationships become more complex, the answers are often extremely elusive.

ITIL®’s Service Lifecycle and Business Process Management (BPM) techniques such as the Customer Expectation Management Method<sup>7</sup> (a.k.a., Outside-In thinking) can be combined to great effect in establishing a Continual Service Improvement Program (CSIP), and Service Monitoring Intelligence can be an effective driver for these service-oriented improvement programs.

### A Few Lessons Learned on the Savage Journey to IT Service Management Excellence

*Lesson # 1* - Perhaps the single biggest lesson I’ve learned from my involvement in implementing Service Monitoring Intelligence is that it is very difficult to control how stakeholders will perceive its value proposition. It is simply a matter of time before some stakeholders want to apply the monitoring intelligence beyond the original scope of the initial cycle of monitoring instrumentation. This is where failure to address the elements outlined in steps 1 and 2 will come home to roost.

Various IT domains will want specific information often not initially instrumented or not available, and the Business will of course ultimately want Business Service Management. Added to this will be the nuances that operational, tactical and strategic stakeholders within each of these stakeholder groups have. Wickedness increases quickly!

*Lesson # 2* - All the talk about Business/IT alignment and integration is just that; very few organizations are realizing this goal. This screams for unifying threads that both the Business and IT can agree on, which to me are the external customers of the business. However, establishing a Business Lane for your ITSM Road Map (and your Service Monitoring Intelligence implementation) will not happen overnight and without sponsorship from the Business.

This highlights the importance of early and ongoing Stakeholder and Services targeting activity, which can present and prioritize opportunities to engage key stakeholders to establish externally customer-driven definition of services (a.k.a. Outside-In thinking). The vast majority of organizations completely miss these opportunities, and are instead driven by either time-to-market pressures or operational fire-fighting.

*Lesson # 3* - When we start off with a software *installation* project, it is extremely difficult to change it into an *implementation* of Service Monitoring Intelligence (which is more about organizational transformation). The needed governance processes are not established and matured, or even identified. This will certainly inhibit any organizational transformation, and often winds up negatively impacting the software installation as well. Welcome to the savage journey...

There are many other lessons, but I think these make a point. The initial use of intelligent service monitors will surely evolve in most organizations, sometimes very quickly and in unanticipated ways. Many tool suppliers (CMDBs and Service Catalogs come to mind) like to claim that they are the 'heart' of IT service management; but alas, they are just tools.

If CMDBs and Catalogs are the heart of ITSM, then Service Monitoring Intelligence can be its soul. When services are defined from the external customers perspective, monitoring intelligence provides a real-time basis to answer the question "*Where Are We Now?*" from any stakeholder perspective.

# Reaching ITSM Nirvana

So the pain is gone, we are at peace with the Business. We are one with our external customers, and aware of all that impacts, or will impact, our ability to serve our stakeholders. We've reached ITSM Nirvana.

One thing is certain, achieving this state will be impossible without a Business Lane for your ITSM Road Map. The implementation of Service Monitoring Intelligence --- treated as a key enabler of this kind of organizational transformation program --- will also require Business involvement.

Service definition is very much at the heart of ITSM and Service Monitoring Intelligence. It does not mandate that you define all services up front or at once, but it does require agreement on scope and perspective.

There's absolutely nothing wrong with IT starting down the road from the bottom up by stopping the pain, and this is where most journeys begin. However, in order to reach a state of ITSM Nirvana we will ultimately cross paths with Business Service Management (BSM) and that will involve business processes and BPM...

and it had better involve external customers, for they are the ties that bind.

## From Installation to Transformation

For over 5 years I have dedicated myself to ITIL®, PMI, ISACA, BPM, etc.. I believe strongly in the bodies of knowledge they contain, and will continue to evangelize these practices. More and more often this takes me back to much older concepts from Deming, Drucker, Norman, and Kotter. For many in today's workplace, these people and the lessons they taught us are as yet unlearned...

Reaching ITSM Nirvana and implementing Service Monitoring Intelligence across an enterprise will involve multiple cycles of monitoring instrumentation --- continuous improvement cycles (think *Deming*<sup>8</sup>). It will require us to define end-to-end services ultimately from the perspective of our external customers. It will force us to join each other in serving customers and understanding Moments of Truth (think *Drucker*<sup>9</sup> and *Normann*<sup>10</sup>). It will require us to adopt a sense of urgency and teamwork (think *Kotter*<sup>11</sup>).

## Getting Back to Reality...

Do I have a 'magic bullet' that can transform your organization? Is Service Monitoring Intelligence that magic bullet? Do I have the key to ITSM Nirvana? Unfortunately the answer is NO to these questions.

However, I am quite convinced that transformation is possible (others have done it) and that Service Monitoring Intelligence can be a key ingredient to that transformation. For more information on how MyServiceMonitor's ITSM On-Ramp™ Services attempts to make your journey to ITSM excellence a little less savage, go to:

[http://www.myservicemonitor.com/about\\_the\\_itsm\\_on-ramp\\_serv.html](http://www.myservicemonitor.com/about_the_itsm_on-ramp_serv.html)

# ITSM On-Ramp™ Services

MyServiceMonitor provides fully APMG accredited ITIL® Certification instruction, PMP Certified project management services, and implementation support from a Certified eG Innovations Engineer. MyServiceMonitor is also a Certified Process Design Engineer and a Certified Process Professional Coach, and provides advanced business and process management training.

**Executive Awareness Workshop** - This 1/2 day workshop is conducted with senior management and reviews ITSM and Service Monitoring Intelligence concepts at a high level. It is useful for beginning a dialog about stakeholders and services targeting, and understanding the importance of installation vs. implementation. It also reviews if and when a Business Lane for the program will be required, and how this can be achieved. The Executive Awareness Workshop can help clarify scope and purpose of initial and ongoing cycles of monitoring instrumentation, particularly for larger or more *Wicked*<sup>3</sup> deployment objectives.

**ITIL® Certification Training** - All ITIL® Version 3 courseware is available. Classes are available on-site, web-based or via public classroom. Also available are Certified Process Design Engineer (CPDE) classes, Apollo 13 Simulations, MOF, and ISO 20000 classes.

**IPAPI Education Classes** - These include the full suite of advance business and process management courseware, including:

- Certified Process Professional (CPP)
- Certified Process Manager (CPM)
- Certified Process Director (CPD)

The IPAPI Education Classes are based on the Customer Expectation Management Method. These classes provide a simple, effective and quick approach to define and align business processes with external customers.

**Project Management Services** - MyServiceMonitor works with eG Innovations Professional Services to establish a coordinated implementation approach for establishing Service Monitoring Intelligence in an organization. Project plans are tailored on a case-by-case basis based on customer requirements.

**ITSM Consulting Services** - These services can include process maturity and capability assessments, gap analysis, process/procedure development, content creation and/or process implementation support.

CONTACT:                      John M. Worthington, Principal                      (201) 826-1374                      [jmw@MyServiceMonitor.com](mailto:jmw@MyServiceMonitor.com)

<sup>1</sup> See *The Savage Journey continues...PMDBs* at:

[http://www.myservicemonitor.com/ITSM\\_Fear\\_and\\_Loathing/the\\_savage\\_journey\\_continue.html](http://www.myservicemonitor.com/ITSM_Fear_and_Loathing/the_savage_journey_continue.html)

<sup>2</sup> See the rant, *Defining IT Services: Why and Outside-In Perspective Matters* at

[http://www.myservicemonitor.com/ITSM\\_Fear\\_and\\_Loathing/defining-it-services-why-an.html](http://www.myservicemonitor.com/ITSM_Fear_and_Loathing/defining-it-services-why-an.html)

<sup>3</sup> See Implementation Management Associates, Inc. ([www.imaworldwide.com](http://www.imaworldwide.com)) for more information.

<sup>4</sup> This from the PMI eReads site (Sorry, PMPs only). See *Is Monitoring Automation a Wicked Problem?* at

[http://www.myservicemonitor.com/ITSM\\_Fear\\_and\\_Loathing/is\\_monitoring\\_automation\\_a\\_.html](http://www.myservicemonitor.com/ITSM_Fear_and_Loathing/is_monitoring_automation_a_.html)

<sup>5</sup> The IPAPI Education Program introduces a Customer-Centric Enterprise Architecture, and defines Level 1 Business Processes as those that encapsulate the entire external customer experience. Level 2 Business Processes NEVER encapsulate the entire customer experience, but have at least one direct link to a Level 1 Business Process, Level 3 business Processes have NO direct connection to a Level 1 Process but at least one direct connection to at least one Level 2 Process.

<sup>6</sup> Adapted from the Webinar, *Keeping IT Real, What Virtualization is doing (or will do) to your ITIL Road Map* at

[http://www.linkedin.com/osview/canvas?\\_ch\\_page\\_id=2&\\_ch\\_panel\\_id=3&\\_ch\\_app\\_id=29620120&applicationId=1200&appParams=%7B%22from%22%3A%22profile\\_view%22%2C%22view%22%3A%22canvas%22%2C%22page%22%3A%22slideview%22%2C%22slideshow\\_id%22%3A%222438912%22%7D&\\_ownerId=2507674&completeUrlHash=koeZ](http://www.linkedin.com/osview/canvas?_ch_page_id=2&_ch_panel_id=3&_ch_app_id=29620120&applicationId=1200&appParams=%7B%22from%22%3A%22profile_view%22%2C%22view%22%3A%22canvas%22%2C%22page%22%3A%22slideview%22%2C%22slideshow_id%22%3A%222438912%22%7D&_ownerId=2507674&completeUrlHash=koeZ)

<sup>7</sup> See the book, *Customer Expectation Management: Success without Exception*, by Terry Schurter; also got to the International Process and Performance Institute (IPAPI) at

<sup>8</sup> See W. Edwards Deming. Try Googling the name or at: [http://en.wikipedia.org/wiki/W.\\_Edwards\\_Deming](http://en.wikipedia.org/wiki/W._Edwards_Deming) or <http://en.wikipedia.org/wiki/PDCA>

<sup>9</sup> See Peter Drucker. Try Googling the name or at: [http://en.wikipedia.org/wiki/Peter\\_Drucker](http://en.wikipedia.org/wiki/Peter_Drucker) or <http://www.questia.com/PM.qst?a=o&d=55843924>

<sup>10</sup> See Richard Normann. [http://www.normannpartners.com/website/prize/about\\_richard\\_normann.htm](http://www.normannpartners.com/website/prize/about_richard_normann.htm) See also Moments of Truth at [http://ipapi.org/wiki/index.php/Moments\\_of\\_Truth](http://ipapi.org/wiki/index.php/Moments_of_Truth)

<sup>11</sup> See John P. Kotter. [http://en.wikipedia.org/wiki/John\\_Kotter](http://en.wikipedia.org/wiki/John_Kotter) or

[http://books.google.com/books?id=ib9Xzb5eFGQC&dq=kotter+leading+change&printsec=frontcover&source=bn&hl=de&sa=X&oi=book\\_result&resnum=4&ct=result#v=onepage&q=&f=false](http://books.google.com/books?id=ib9Xzb5eFGQC&dq=kotter+leading+change&printsec=frontcover&source=bn&hl=de&sa=X&oi=book_result&resnum=4&ct=result#v=onepage&q=&f=false)