

ARCHETYPES

SHORTCUTS TO SIAM

IMPLEMENTATION



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INTRODUCTION





Service Integration and Management (SIAM) is not new and has been widely accepted as an approach that can enable significant business benefits for complex, multi-provider service environments - whether this includes internal or external service providers, or both. The SIAM Bodies of Knowledge (BoK) have provided a best practice description of a SIAM model; yet in our experience, many organisations still struggle to understand what SIAM is or what is needed to operate a successful SIAM environment.

Like any best practice, SIAM is 'common sense, written down'. However, common sense is not common, and sometimes it is hard to know where to start and what to do. After all, the BoK provide the same 'perfect world' theory for all organisations; but all organisations are different from each other and are most likely not operating in a perfect world. Thus, the theory should be interpreted and adapted to suit specific organisational requirements and possibilities.

SERVICE INTEGRATION AND MANAGEMENT (SIAM) MODEL

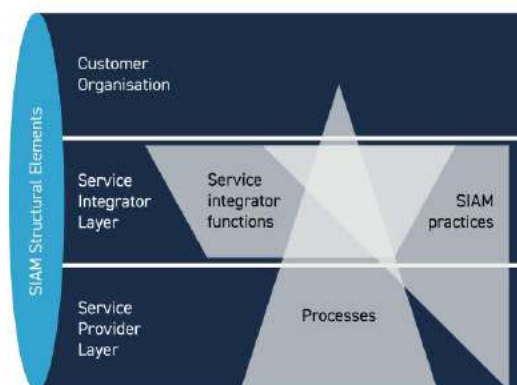


Figure 1: Service Integration and Management (SIAM™) Professional Body of Knowledge; SIAM Model, Figure 6

Figure 1 represents the SIAM model as described in the SIAM Professional BoK. It combines many SIAM concepts into one model.

- There are the three **layers**:
 - Customer organisation: the end-client that is responsible for strategic, architectural, business engagement and corporate governance activities,
 - Service integrator: where end-to-end service governance, management, integration, assurance and coordination is performed, and
 - Service providers: these can be both internal or external providers that are responsible for the delivery of one or more services, or service elements, to the customer,
- **Structural elements** (on the lefthand side of the SIAM model) such as boards, forums and working groups,
- **Processes and practices**:
 - Processes are largely undertaken through resources and activities within the service providers which are coordinated by the service integrator,
 - Whereas practices are established by the service integrator and adopted by the providers.

There is no single 'perfect' SIAM model. Each organisation develops its own model based on its specific requirements, the services in scope and desired outcomes. Organisations may draw on proprietary models provided by an externally sourced service integrator, or external advisors and consultants engaged during the SIAM transformation.

THE SIAM BLUEPRINT

For any model there is a balance between being generic and specific. Descriptive, high-level guidance is untailed to an organisation's needs due to the general advice provided. But a detailed, prescriptive solution can potentially only be applied in one specific circumstance. To put it simply: each organisation and each customer is unique and expects a solution that is optimised for them.





Whilst every organisation is different, there are also many things that organisations have in common, including many challenges that have been overcome elsewhere. For example, when it comes to suit tailoring, if you want a bespoke outcome the tailor will start with a base model. From there, they will tailor this model to your measurements and requirements.



In 2019, Kinetic IT published [a whitepaper about the MAIDE model](#). The acronym stands for Manage/Assure/Improve/Design/Enable and it represents a functional operating model for the service integrator. Since the development of this model, our thinking has evolved due to the increasing complexity of modern organisations, changes in technology, emerging approaches to integrating services, and our growing understanding of how SIAM should be adopted to be effective.

The SIAM Blueprint allows us to position the many assets of a SIAM model without limiting it to a particular role or even layer within the model. In fact, many of the assets are used by multiple teams and across the various layers of the SIAM model.

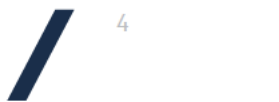
The activity groups that form the basis of Kinetic IT's SIAM Blueprint:

- **Strategy** – This mainly concerns the assets, activities and responsibilities of the customer-retained capabilities.
- **Operate** – This focuses on the day-to-day assets and activities around the delivery of the services within the SIAM environment.
- **Governance** – Where assurance activities are sometimes seen to be performed by the service integrator, the more generic 'governance' allows the inclusion of assets, activities and responsibilities of the customer-retained capabilities as well, providing a more complete SIAM Blueprint.
- **Improve** – All assets and activities involved in the ongoing improvement of, and within, the SIAM model.
- **Transition** – Encompasses all assets and activities required to make change to or within the SIAM model.
- **Support** – This not only includes tooling but all SIAM model assets that are necessary for supporting other blueprint areas.



Figure 2: A high-level structure for a SIAM model
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Based on this high-level Blueprint, we have assigned and defined assets or components that belong in each section. This forms layer two of the Kinetic IT SIAM Blueprint, which is shown in Figure 3. This is based on the SIAM BoK theory, but also other best and enabling practices, as well as practical working approaches, to provide a more detailed and effective SIAM model.



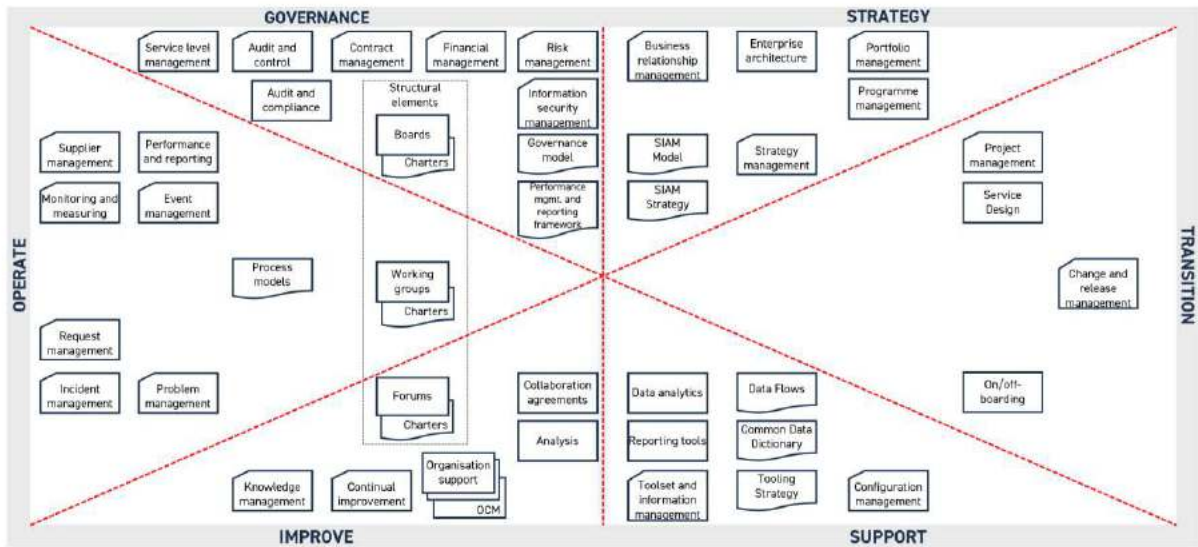


Figure 3: The Kinetic IT SIAM Blueprint
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The complete Kinetic IT SIAM Blueprint has more than 100 assets, each allocated to their respective activity group within the blueprint. This provides a more granular SIAM model and is useful in supporting the necessary allocation of roles and responsibilities. It also allows recommendations on which assets to prioritise, based on the requirements of the customer.

ARCHETYPES AND JOURNEY MAPS

The SIAM BoK explain the full theory to go from ‘zero to hero’ with SIAM. Whilst this is necessary to provide a global best practice, pragmatically most organisations don’t start at zero - or wish to necessarily be a hero either (at least not in the short term); they just want to get started somewhere.

SIAM is often undertaken for a particular reason. The primary focus for the organisation is to establish a SIAM model that meets a need, which means that not all theory is immediately relevant or even necessary. The question is, however: *which parts are important and which ones can be ignored - for now, at least?*

We see a similar conundrum within the Kinetic IT SIAM Blueprint. It provides a complete, yet complex, overview of all the assets of a SIAM model - and once again the question is which parts to focus on in the first instance.

ARCHETYPES

“

According to the Oxford Languages, an Archetype is ‘a very typical example of a certain person or thing’.

”

Archetypes for SIAM can be considered streamlined versions of best practice. They explain how an organisation can direct its focus and efforts on only those elements of SIAM that are most relevant for them at a point in time, and thus simplify a SIAM implementation or improvement.



As mentioned, there is no single SIAM model for every organisation, however, if there are different models for different organisations, then how can we determine how best to build it? A starting point is the recognition that different organisations have different reasons to consider SIAM. These are explained in the Foundation BoK as SIAM drivers, and these relate to specific, intended benefits defined in a business case for SIAM. These are:

1. Improved service quality
2. Optimised costs and increased value
3. Improved governance and control
4. Improved flexibility and pace.

Each driver will mean a different focus - for example, an organisation which builds a model focused on governance will have different priorities, mechanisms and indeed assets, compared to one which builds a model that is focused on service quality or on agility. Add to this the differences caused by ever-present organisational constraints, existing and available resources and capabilities, or even misconceptions about what SIAM can achieve.

It is important for every organisation to focus not on creating the perfect SIAM model, but on creating one which suits the business drivers and offers realistic possibilities.

Based on the theoretic benefits offered by the BoK and Kinetic IT's experience, we can identify various assets of the SIAM Blueprint that are either more or less important for each of these different 'SIAM Archetypes'. These Archetypes are not intended to be perfect solutions or ready-to-use models, but they provide a more practical, simpler starting point to achieve a suitable SIAM model.

JOURNEY MAPS

Together with the Archetypes, we can also define basic journey maps for each of these.

“

A journey map can be defined as 'a plan or strategy intended to achieve a particular goal'.

”

The journey maps provide an outline of the necessary initial steps to achieving the chosen Archetype.

The establishment of a SIAM model will not happen overnight, but most likely will go through several iterations and even projects. Each iteration will add additional assets and experience, and provide improvements in efficiency and effectiveness compared to the previous model. The journey maps are aligned to the levels you would typically see within a more formal baseline assessment. They provide a starting point based on current capability. This offers a more pragmatic and practical approach to the journey.

As with the [SIAM Health Assessment](#), we tend to focus our Archetype journey maps on the earlier steps of the journey, as these will still be specific to the defined Archetype. Once a higher level is reached, the complexity of the SIAM model in place will likely exceed the simplicity of the Archetype models presented here, and become more of a blended, hybrid or converged model (and closer to the 'overall' SIAM Blueprint model or the one described in the theory of the BoK).





**COLLABORATIVE
RELATIONSHIPS
ARCHETYPE**

(Dolphin)





The **dolphin** is a highly social animal, often living in pods in which size and structure vary greatly between species and locations. They establish strong social bonds and transfer knowledge. A dolphin has highly developed communication, across multiple channels (such as clicks, whistles, thrills, water slapping, touch and posturing). The dolphin is curious and enjoys playful learning, together in a pod, encouraging and inspiring others.

SIAM is not intended to be a contractual straitjacket, but instead it should manage, integrate and promote the activities of multiple service providers (either internal or external) who are working together. This is what the first Archetype is all about. The focus here is not on the individual performance of each provider, measured against contractual, predefined, individual targets, but rather this is where a true end-to-end service view is the focus. This Archetype supports aligning the activities of each of the providers and integrating these activities into a coherent and optimised service delivery model for the customer organisation. This is the Dolphin Archetype.

When explaining SIAM within our training courses we often use a 'team' analogy. A manager manages several individuals in a team, just like the service integrator in a SIAM environment manages several service providers. The individuals in the team are all different - they have different personalities, different experiences, different expectations and different expertise. The role of the manager is to bring these individuals together (integrate them) and establish the combined, collaborative outcome of the whole team.

In this collaborative Archetype we focus beyond the individual performance and towards the end-to-end outcome that supports business success. The collaborative aspect is not just the efficient and effective integration of activities in, for instance, major incident teams, but extends it beyond the end-to-end outcome currently achieved by the team, to a 'one team' culture and collaborative focus on 'how can we improve', 'how can we do better'?

We can readily identify some of the SIAM assets that are relevant for this type of SIAM model. For instance, the forums whose focus is on building a culture of knowledge sharing, innovation and improvement, or other assets such as collaboration agreements between the providers or the processes around knowledge sharing and continual improvement.

For many organisations though, service collaboration might not be their primary driver for SIAM, especially if the SIAM establishment is still in its infancy. For these organisations one of the other Archetypes might be more applicable. But, whatever the organisational driver, we would still suggest that the collaborative assets of the SIAM Blueprint should be considered to truly obtain the most benefits out of your environment.

Please note: We choose now not to refer to them as process forums, even though that is how they are described in the SIAM Body of Knowledge. After all, we don't need a forum for each process or conversely, we can have forums in areas that are not directly process related. What is important however is that forums are unique to SIAM and form a part of the defined structural elements, together with the boards and working groups. Their aim is not to discuss operational issues but instead to look together at opportunities for improvement.

ARCHETYPE HEATMAP

If we have a look at our high-level Blueprint, the **IMPROVE** area of the Blueprint stands out as being a focus for collaborative relationships in the Dolphin Archetype. This is where the **collaboration processes** reside, including knowledge management and continual improvement.

Another element highlighted here are the **forums**. These two are highlighted in Figure 4, below, which forms a Dolphin Archetype 'heatmap' of the SIAM Blueprint.



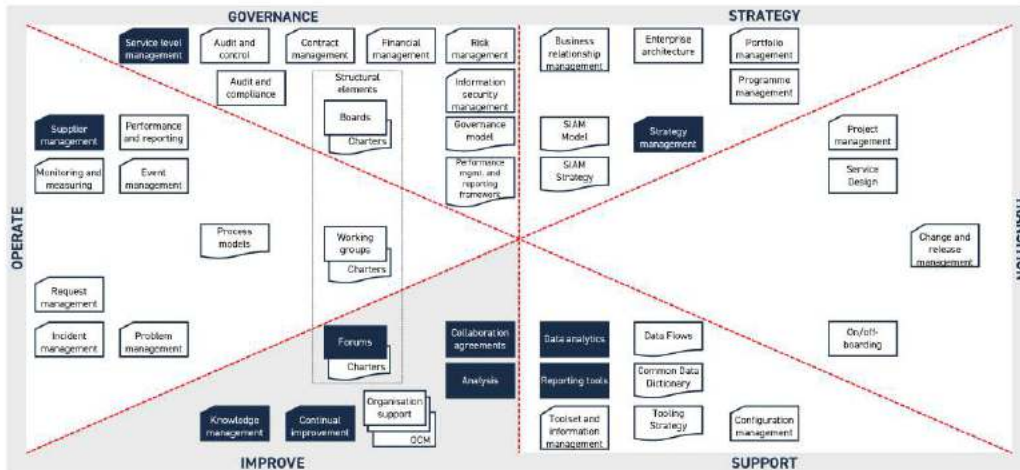


Figure 4: The 'Collaborative Relationships' or Dolphin Archetype heatmap
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We should also specifically point out assets around **service level management** as this is where end-to-end service outcomes are collated and reported. This is related to aspects of **supplier management** - remember the analogy of managing a team to achieve collaborative outcomes?

There are also assets around the **analytics**, where trending can lead to the identification of improvement opportunities. And by extension we can see certain tool assets highlighted in the **SUPPORT** area. This mainly related to the available tools to support and promote collaboration across different service providers (for instance tools like Microsoft Teams, Zoom or SharePoint). As well as the role of tools in supporting the **reporting** and **analytics**, particularly across 'big data' in different repositories and toolsets.

There are even some **strategic assets** involved in this Archetype. The strategic focus (mainly from the customer retained organisation) needs to support the collaborative approach, rather than a focus on individual, contractual performance.

JOURNEY MAP

For the Dolphin (collaborative relationships) Archetype, the journey steps would be:

1. Quantify the collaboration, to make it tangible and visible to all parties. This is mainly done through the establishment of the forums and specific components such as collaboration agreements and basic process models.
2. Leverage these tangible components to demonstrate (and operate) the collaborative activities through reporting and dashboards, but also making it a defined agenda item of board meetings and reviews (of services, contracts, issues etc.).
3. The last defined step is then to integrate the collaborative assets with all the others. This is where the different Archetypes start 'blending' into each other, as eventually you will need all the assets of the whole SIAM Blueprint in your SIAM model and not just the collaborative ones.

We want collaboration to become an integral aspect of the SIAM culture, not just assets defined in the journey map. If you only focus on collaboration assets, you will run the risk of segregating collaboration as something that has to be done 'as well as' normal operational activities, instead of making it an accepted part of operational working practices.



**SERVICE
OBLIGATION
ARCHETYPE**

(Owl)





An **owl** is widely recognised as a serene, wise observer who focuses on achieving the task at hand. Owls are regarded as having the most frontally placed eyes among all avian groups, which gives them some of the largest binocular fields of vision. Their perceived trustworthiness and dependability make them perfect for positions of control, keeping a firm eye on compliance and standards.

Our second Archetype is almost the opposite to the first one, which was very much focused on the collaboration part of having multiple service provers working together. Here the focus of the SIAM model is on the management of individual service providers and their performance, often against contractual targets and other service obligations. It should be noted that this Archetype is suitable not just for external providers, but that is often where it is applied. Over the past few years, the SIAM Global Survey has revealed that one of the reasons for implementing SIAM is a wish for greater control and management of external service providers. This is the Owl Archetype.

If we focus on external service providers, and the predetermined, agreed contracts, then the focus of this Archetype is very much on compliance and on delivering what was promised, in the most effective way. This lends itself to an immediate focus on the reporting and governance frameworks within the SIAM model and the more formal processes around supplier and contract management. Remember in SIAM, supplier management is performed by the service integrator, but contracts are with the customer's retained organisation where they are sourced and managed.

We completely understand why several organisations identify with the Owl Archetype. Managing multiple providers, multiple contracts and the governance and control challenges that come with that, are often one of the key drivers for considering SIAM. At the same time, we don't think that this is really the main intention of service *integration* and as such this Archetype and resulting SIAM model will lack in some of the loftier objectives and benefits SIAM can bring, such as collaboration as earlier mentioned. Nevertheless, it is a valid Archetype to start your SIAM journey with, and as with the others you'll find that eventually the model will expand to cover assets of the other Archetypes and the more holistic, complete SIAM Blueprint.

ARCHETYPE HEATMAP

Given the focus on obligations and individual performance, it is no surprise then that in the Archetype heatmap the focus is very much on the **GOVERNANCE** area within the SIAM Blueprint and in particular the **audit and compliance** processes, with amongst other assets the policies and standards for all service providers.

There are also **the governance processes** in the customer's retained capabilities which include **contract** and **financial management**.

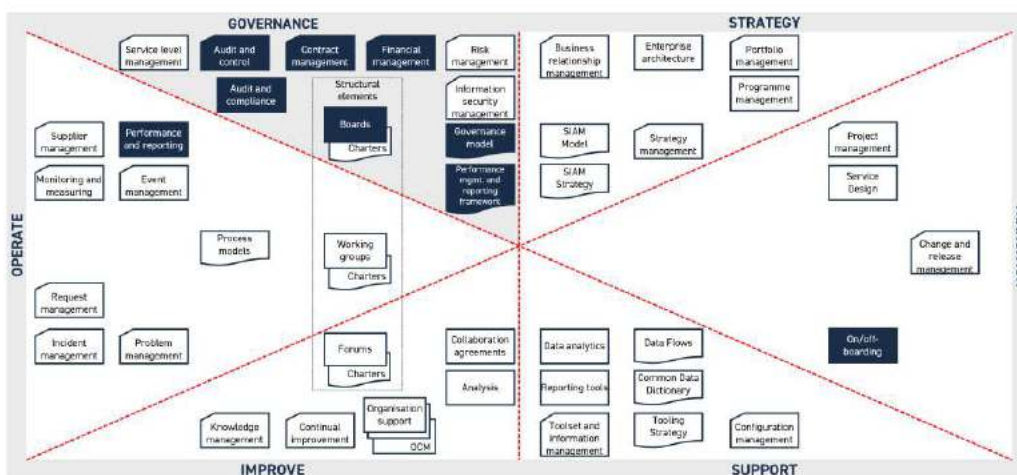


Figure 5: The 'Service Obligation' or Owl Archetype heatmap
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Together, you see assets accentuated such as a **governance model** and **reporting and performance management**. This rather than supplier management, which is more about the relationship and quality, rather than the numbers and quantity, which are the focus here. Similarly, **boards** have a role to play as the entities for oversight and control. You might even define specific assets around compliance, measurement and control within the **on- and offboarding processes**.

Once again, there is more detail in the full Blueprint and its assets, as there are aspects of provider management in the tooling strategy or process models to name but a few.

JOURNEY MAP

The journey map for this obligation focused Owl Archetype also starts at zero and the first step here is to focus on defined **contracts** for **and reporting** of the (external) providers, together with policies and definitions around compliance and non-compliance (or penalties).

From here, the next step would be to 'soften' those rather black-and-white defined components with a more integrated SIAM approach. This starts with defining **the role of the service integrator** in the contracts and establishing its role in between the service providers and the customers. This would also include establishing **more formal agreements with internal service providers**, which do not have a contract. This will then allow you to better define the different **processes for contract management** (which is done by the customer), **supplier management** (performed by the service integrator) and **performance management** (which can be defined more as a tick-in-box process, linked to reporting and audit activities). We can then expand the provider environment with more SIAM elements that define the role of the provider (versus that of the integrator or the customer), such as the **tooling strategy** and process models. All of these assets can also be formalised in the **onboarding** of new providers (although some aspects will also apply to offboarding).

Initially, this will probably only apply to a section of the providers (the tier-1, strategic, main or key-providers). Over time an organisation should be able to expand this to all or at least most providers. Therefore, the use of **provider categorisation** is a good practice as it allows variation in the way providers are managed (their contracts, reporting requirements etc) but still under the umbrella of the SIAM model. The Bodies of Knowledge even describes the inclusion of 'non-compliant' service providers, which are providers who will not or cannot conform with the SIAM model elements. Measures will be taken to accommodate this so they can still be incorporated to provide true end-to-end integration.





OPERATIONAL CONSISTENCY ARCHETYPE

(Ant)





Ants form highly organised colonies that consist of workers, as well as soldiers and other specialised groups. In a colony, every ant has an assigned task and the entire colony appears to operate as a unified entity, collectively working together. Ant societies have division of labour, communication between individuals and an ability to solve complex problems.

Our third Archetype is another we come across quite frequently. In this case organisations respond to an immediate need (or perceived benefit) to apply SIAM to their day-to-day service delivery across multiple providers, to achieve operational consistency. This is the Ant Archetype.

Of course, there is nothing wrong with this starting point and hence the inclusion of it as an Archetype. The biggest risk as we see it, is that this archetypal SIAM model is very operational and reactive and can therefore miss out on the greater and longer-term benefits that SIAM can bring. With the Ant Archetype, there will naturally be less focus on improvement and by consequence less collaboration. The focus is very much 'as long as the job gets done'.

A downside here is whilst the job gets done, it remains the same job day-to-day. There is little aspiration for betterment. Whilst there will likely be end-to-end performance management this will be based on the current state. This will often translate to little focus on business change or technology advancement and its possible benefit.

The limited scope of this Archetype can lead to some substantial short-term benefits, hence the inclusion of this Archetype. However, this Archetype will be less able to function optimally when inevitable change is needed.

This is an important point: all the Archetypes discussed are sub-optimal solutions that address a specific driver for SIAM but do not provide a perfect or all-encompassing solution. Perfection is of course practically impossible to achieve in any context. The Archetype approach lends itself to an evolving organisation whose focus and context and capability will inevitably morph. As organisations grow their SIAM experience this will lead to a point where there is no longer a single driver or suitable solution or model. At this point, the Archetypes start integrating into a more holistic SIAM model that will provide more of or even all of the benefits that a refined and mature SIAM ecosystem offers.

Unlike the service obligation or Owl Archetype, this operational Ant Archetype focuses very much on day-to-day, end-to-end service delivery and focuses predominantly on the operational service delivery processes. In fact, processes and integration of these are a key focus in the Ant Archetype, which is where benefits can largely be obtained. These integrations will centre on increased effectiveness and cost savings through the creation or improvement of the process models across multiple service providers. This coupled with a management and reporting framework that provides valuable insight in the day-to-day operations across the SIAM environment. The short-term focus of this Archetype does mean it will 'come up short' in the longer term but it is likely that, by then, the organisation will have evolved to adopt assets of other Archetypes.

ARCHETYPE HEATMAP

The **OPERATE** area of the SIAM Blueprint will be the most relevant for the Ant Archetype. Especially the support processes such as **incident, request and event management**. This will also include the more operational aspects of **change and release management** and day-to-day **reporting**.

In this Archetype, we put much less focus on the **TRANSITION** area, which encompasses the proactive management of change to, and within, the SIAM model - but more about that in our next Archetype. That doesn't mean there is absolutely nothing transition related, but it will be less centralised, less integrated, more ad-hoc and more reactive.





A similar story for the **IMPROVE** function where improvements are most likely related to current (operational) issues rather than the more collaborative approach discussed earlier - where the team was proactively looking for ways to improve their collective performance.

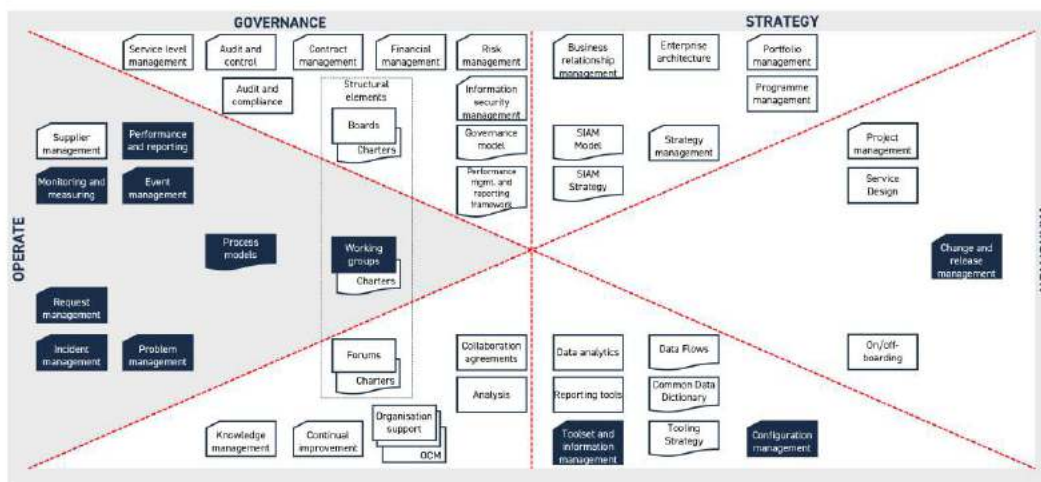


Figure 6: The 'Operational Consistency' or Ant Archetype heatmap
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This focus on the day-to-day service consistency comes through assets like the ad-hoc **working groups** and **process models** which define how the various providers will work together.

There is also the management and improvement of existing tools and their ability to provide day-to-day, operational support. This is another area where significant, short-term benefits can be obtained and thus relevant to recognise within this Archetype.

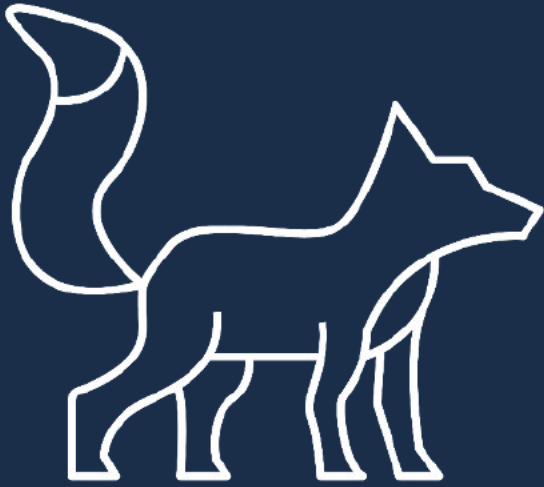
JOURNEY MAP

The journey map also very much focuses on day-to-day activities, which are often captured in processes, procedures or within the SIAM process models. The first step here is to recognise the existence of a process and related documentation. This is something that most organisations already have, thanks to the proliferation of process frameworks like ITIL.

The next step is to introduce the specific SIAM aspects of, in this case, the processes, mainly by identifying the role the different layers of the SIAM model will play. In particular, the role of the service integrator within each process needs to be outlined. This also means a level of abstraction, whereby it is no longer relevant HOW a particular activity is performed. It is less about the operational assets such a procedures or work instructions but more about WHAT needs to be achieved and WHY. The focus here is on the definition of process outcomes, interactions, interfaces and dependencies across service providers.

This approach allows effort to be focused on end-to-end operational service consistency and, once established, can be expanded to incorporate assets from the other Archetypes to build a more holistic model.





**BUSINESS
ADAPTION
ARCHETYPE**

(Fox)





A **fox** is an agile and sharp-minded animal that is always sensing and responding, curious and restless. They've got perhaps an unfair reputation for slyness and manipulation, but really, they are autonomous and creative creatures, choosing subtlety over brute strength to achieve outcomes in a flexible and complex environment.

Our last Archetype might be best explained by a case study. A customer with a strong application development function around business-critical services had created a DevOps culture and implemented agile practices. This meant frequent changes to services, often driven by a need to adapt to evolving business requirements. This is the Fox Archetype.

It's easy to see that for instance, the previous operational consistency or Ant Archetype would not be suitable here; it focusses too much on day-to-day consistency, whereas in this case things are almost constantly changing. There is a similar challenge with the service obligation or Owl Archetype. That would be too static with its focus on performance and compliance, and it certainly doesn't have the more fluid and adaptive nature. Even the collaborative relationships or Dolphin Archetype, does not completely align (although perhaps better than the other two) as it improves FROM a current state rather than making clear alterations and changes TO the state.

As such we've name this the '*business adaption*' Archetype to highlight the agile nature required of the SIAM model in this instance. This also acknowledges that this adaptiveness is demanded, supported and often initiated by the business.

The Fox Archetype recognises that the only constant is change. Certainly, this is more so the case now than at the inception of SIAM, in the early 2000s (the noughties), when we were still very much dealing with a limited number of service providers, often on long-term contracts providing more stable services.

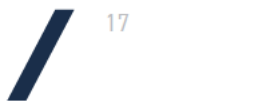
The Fox Archetype is for an organisation that has embraced almost constant change and business reprioritisation, which subsequently means changes to its services, its providers or even its SIAM model. A (lowercase) agile, and DevOps culture and practices are required here, and concepts like loose coupling make it easier to replace a provider or service component within the model, whilst reducing its impact on others.

But this adaptiveness needs to be driven by the business and whilst collaboration is needed between providers (as in our initial, collaborative or Dolphin Archetype) this needs to extend to the business. As such it needs active participation by them in SIAM assets such as boards (decision-making entities) and processes such as change enablement and organisational change management.

If we expressed that the first collaborative Dolphin Archetype was aspirational, then it is easy to see this Archetype is perhaps another order of magnitude more challenging. But for an organisation characterised by high velocity, this is often not a choice but a necessity; the success or failure of an organisation often depends on the speed with which change is embraced. The Fox Archetype provides a valid and suitable place to get started for those organisations.

ARCHETYPE HEATMAP

The providers and integrator can't achieve agility alone. Agility needs to be driven by the business. We have highlighted several assets in the **STRATEGY** area to indicate the customer involvement in this Archetype, through the **business relationship** and **strategy** definition, filtering to the **programme/portfolio** and then the service design and **project processes**.



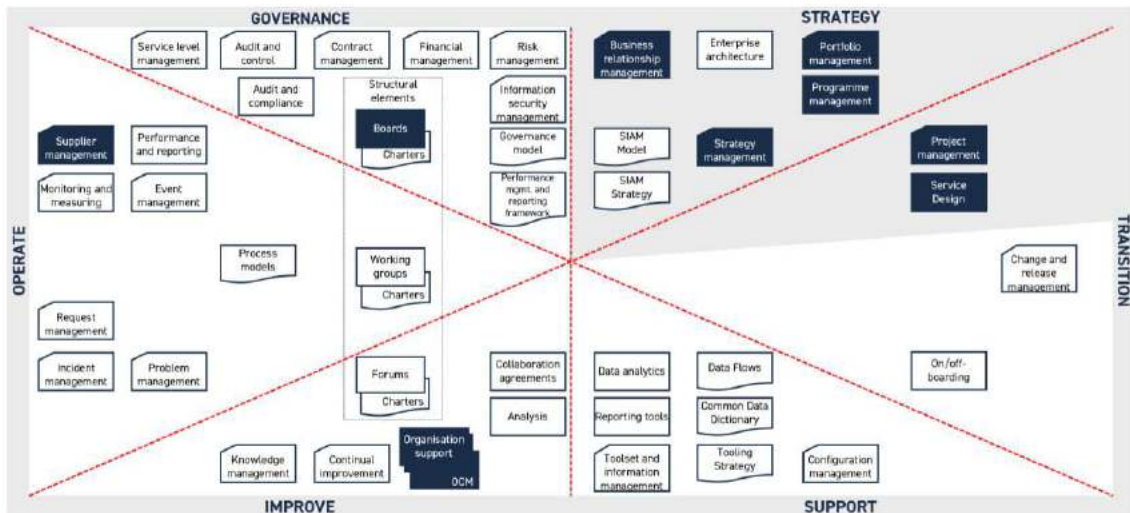


Figure 7: The 'Business Adaption' or Fox Archetype heatmap
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This includes **organisational support** which is partially a service integrator activity in terms of day-to-day communication, but also needs customer commitment and involvement. The customer is critical to truly being successful in establishing organisational change, in particular when done at speed.

The **boards** of these organisations also have an important role to play here, although not strictly from a control perspective, like in the governance Archetype. In this Archetype, it is from a decision-making position, providing commitment and support. We've also highlighted BOTH **supplier management** (from a relationship perspective) and **forums** (for the collaborative aspects).

All of this should lead to a SIAM model that is able to embrace change at speed, without unnecessary procedures, frameworks or contract structures. The key to achieving adaptiveness is creating a manageable and well managed environment. This means that everything is 'in place' but operated with a higher degree of flexibility, to cope with the continual change. Rather than relying on restricted policy and procedure, the Fox Archetype uses assets and heuristics to support iteration and feedback. This means many of the assets of the collaborative Dolphin Archetype and culture are intended to move the SIAM model towards open dialogue, effective listening, respect, trust, and effective and ongoing feedback.

JOURNEY MAP

There is a progressive agile capability encapsulated through the journey map. It begins with applying agile cultural characteristics. Look, for instance, at some of the 12 Agile principles:

- Value Delivery and a focus on CUSTOMER satisfaction
- Harnessing Change and welcoming changing requirements
- Business and Development Collaboration where businesspeople and developers work together
- Communication
- Measuring Progress, and
- Continual Improvement.

You can find similar sentiments in ITIL 4's guiding principles and the spirit of these have always been embedded in SIAM's focus on integration, collaboration and improvement.



The further steps of the journey are about 'institutionalising' this adaptiveness and flexible way of working. That may sound like a paradox, but it means a continual and sophisticated way of measuring & monitoring whether the flexibilities are actually creating the anticipated improvements.

An analogy for theoretic best practice is the 'long-and-winding' road to a goal or objective. If you picture this, then you can see there will be shortcuts that an organisation can take to reach that goal faster and probably more simply. These shortcuts are representations of an organisation's specific application of the theory, where they choose not to follow the theory to facilitate velocity. This may be a wise decision but only if it is a shortcut; just 'going left' might in fact deviate away from the goal!

The final step here is to establish a structure that is capable of constant change at speed. This change needs to encompass continual improvement but also provide the capability to truly innovate, to establish major change as required; for instance, in technology, services or providers, without disrupting the underlying SIAM model.





KEY TAKEAWAYS





The Archetypes and journey maps allow an organisation to simplify their SIAM model. There are hundreds of assets in the full Kinetic IT SIAM Blueprint, which are not all needed in the first iteration of a SIAM implementation. When an organisation chooses an Archetype, based on their business driver for SIAM, it provides a step-by-step, more focused approach to developing the necessary assets relevant to that Archetype.

In this whitepaper we have outlined:

- the SIAM Archetypes that we recognise, from practical experience
- the Blueprint heatmaps of assets to focus on
- the journey maps an organisation can take to progress with one of these.

These provide a **focus**, a **template** and a **plan** to support any SIAM implementation or improvement.

We recognise how important it is for an organisation to agree the business case for SIAM. These are drivers for YOUR organisation that determine the priority and desired outcomes and benefits that YOU want to achieve. This will largely determine which Archetype is most closely related to your initial SIAM model and thus determine which part of the SIAM Blueprint (or heatmap) to focus on.

Are you a collaborative Dolphin, overseeing Owl, operationally busy Ant, or an adaptive Fox?

Kinetic IT has developed an innovative assessment that answers that question. Through an analysis of an organisation's SIAM aspirations and pain points, we can determine the alignment to the four Archetypes and thus where to start.

The next step would be to determine WHERE on the journey you are and WHAT is already in place. This is the point when drawing a line in the sand or obtaining a baseline is necessary. The [SIAM Health Assessment](#) can be useful here. If you've determined your Archetype, you can narrow the scope of this assessment, but also increase the granularity. No longer having to examine all of the environment but instead focus on those assets most relevant to your Archetype. Within Kinetic IT, we offer these Archetype assessments either as an extension or value-add to the SIAM Health Assessment or we can just focus on the Archetype assessment alone.

This will determine 'what is the next step?', the next thing to do, to focus on, to put in place and so on. The Archetypes, heatmaps and journey map assessment means that you can focus on a limited, and thus more feasible number of SIAM assets needed for the next step. The Bodies of Knowledge can still help to provide more information on each of the components. Kinetic IT has templates for most assets of the Blueprint which can be used as a starting point.

And once this is completed or implemented you can start the cycle again, focussing on the next step of the journey.

Let's be clear; the Archetypes, heatmaps and journey maps are not intended to be perfect, ready-to-use templates. Intentionally so, as each organisation is different and will have different needs. And as organisations mature so too do their Archetypes. They are liminal, they have blurred lines and are fluid. An organisation might find themselves in a transitory state, part one Archetype, part another. Frequent evaluation of drivers will help set intent and direction to an optimal Archetype for a customer at a point in time.

What the Archetypes provide is a practical way to reduce the scope of SIAM and to narrow the focus of an implementation or improvements. This will support increased speed and simplicity, and hopefully provide a SIAM model more aligned to the organisation. However, remember, even these Archetypes and the accompanying Blueprint components will have to be tailored for each organisation. Ultimately, once an organisation progresses in their SIAM journey, the Archetypes will blend as they become more familiar and experienced in their SIAM environment.



So, in summary, this is NOT a silver bullet, but a practical tool to help an organisation achieve a suitable and working SIAM model, faster and more simply!

ABOUT THE AUTHORS



Simon Dorst is Kinetic IT's Manager for Service Management Services. ITIL trained in 1992, he has spent most of his career educating and advising people and organisations of its benefits and application in the Netherlands, Singapore and Australia.

Known as the 'ITIL Zealot', he was the Lead Architect for the Scopism 2nd edition Service Integration and Management Bodies of Knowledge (BoK, 2020), the SIAM Professional BoK (2018) and was also a founder member of the SIAM Foundation BoK architect team (2016). Simon contributed to the VeriSM publication (2017) and co-authored the VeriSM pocket guide (2018).

In 2018 Simon was named one of HDI's Top 25 Thought Leaders in Technical Support and Service Management; and awarded the itSMF Australia Service Management Champion of the Year, as well as the Thought Leader of the Year (together with Michelle Major-Goldsmith). In 2022, he received the Service Management Lifetime Contribution award from itSMF Australia.



Michelle Major-Goldsmith is the Service Management Capability Manager with Kinetic IT. Her role is to educate rather than 'just train', mentor and advise Kinetic IT staff and its customers in the principles of service management and the practical application of these principles in various environments.

Alongside Simon, she was the Lead Architect for the Scopism 2nd edition Service Integration and Management Bodies of Knowledge (BoK, 2020), the SIAM Professional BoK (2018) and was also a founder member of the SIAM Foundation BoK architect team (2016). Michelle contributed to the VeriSM publication (2017) and co-authored the VeriSM pocket guide (2018). Michelle was awarded the itSMF Australia Service Management Champion of the Year in 2017 and Thought Leader of the Year (together with Simon Dorst) in 2018. The same year Michelle was named as one of the top 25 service management pros and experts to follow on Twitter. In 2020 and again in 2022 HDI acknowledged her as one of the Top 25 Thought Leaders in Technical Support and Service Management.

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The SIAM Archetypes are built upon the Kinetic IT SIAM Blueprint, which in turn was developed based on experiences across a range of customers.



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