

Transforming Problem Management at Deutsche Bank



Client

The global problem management team for the group technology and operations (GTO) division of Deutsche Bank who's primary function is to provide IT infrastructure and application support for the organization.

Challenge

After establishment of a Global Problem Management team in 2010, GTO wanted to standardize the problem process due to inconsistency in the approaches used by Problem Managers during Root Cause Analysis (RCA) sessions. There was no common structure or format for RCA, creating confusion about the nature of the problem and the objectives.

Solution

Kepner-Tregoe (KT) worked with the GTO and the problem management team at Deutsche Bank to design and implement a program to transform the efficiency and effectiveness of Problem Management. Using *Value Stream Mapping*, KT and the Problem Management team identified bottlenecks in the initial investigation and corrective action phase that were consuming valuable time. The program initially focused on increasing the efficiency of the Problem Management process by using a LEAN approach to remove waste, reduce redundancy, and add automation to the process. A Problem Analyst support role was created to manage the many support functions previously completed by Problem Managers.

The final part of the transformation tackled the quality of problem investigations by introducing KT ClearThinking processes for investigating problems. The structured KT approach provided consistency to GTO and its customers as well as clarity in setting objectives and performing root cause analysis. A key part of improving problem investigations was the creation of a plug-in for ServiceNow which codified the KT processes within the ServiceNow Problem Management support tool.



ScoreCard

- 40% reduction in the average time to complete problems
- 39% improvement in overall productivity of problem managers
- 55% reduction in the average length of a problem record
- 59% reduction in total backlog of past-due tasks

Continued on page 2

page 1

Results

The transformation program reduced the number of incoming incidents by 60% in year one, and by 55% the next year. It also won the Pink Elephant ITIL Project of the Year award in 2011.

Problem Managers were now aligned to specific business lines, giving them a broader understanding of the technology and applications. GTO improved its overall governance of the Problem Management process; focusing on quality, delays, and consistency. The Problem Managers, now trained in Kepner-Tregoe Problem Management, had a foundation for consistent, evidence-based problem analysis.

Improvements of Key Performance Indicators

