

# #IT OPERATIONS MANAGEMENT

TWEET

PETER SPIELVOGEL, JON HAWORTH,  
SONJA HICKEY

Managing your IT Infrastructure  
in the Age of Complexity

BOOK 01

A THiNKaha BOOK

# IT OPERATIONS MANAGEMENT  
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Managing Your IT Infrastructure in the Age of Complexity

Book Excerpt

Subset of the book brought to you by THiNKaha®

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# Preface

Our goal is not to make you an expert on managing IT infrastructure, but to make you and your peers think in a different way about some of your decisions. If our guidance starts a discussion in your team that results in you avoiding one big mistake, then we have achieved our goal.



# Section I

## IT and the Business

At the start of the dot-com era, people predicted that someday all businesses would become “e-businesses.” That time is now. Strong alignment between business and IT is more important than ever. The key to success is communication of shared goals in a common language.



1

IT Operations tools are a business solution. They are not “toys for IT.” Justify investment based on business benefits, not benefits for IT.

2

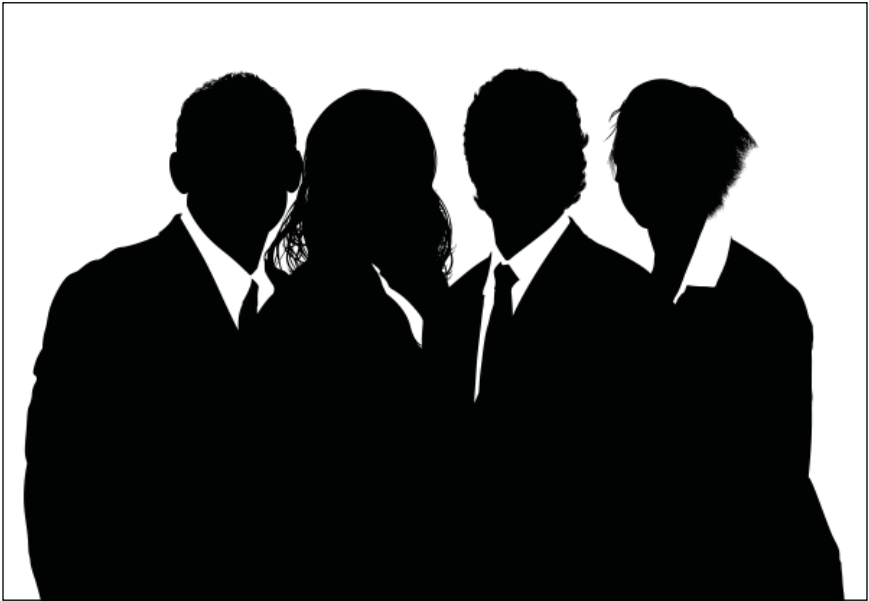
Using an IT monitoring solution proactively can create a competitive advantage in the marketplace by improving quality of service.

3

Manage risk proactively.

A major IT outage can hurt your company reputation, bottom line, and even the stock price.

Section II: People



## Section II

### People

People are the core of any IT monitoring solution. Without a capable and motivated team in place, you will inevitably fail at keeping your infrastructure running and your business customers satisfied. Automating routine tasks keeps people engaged and focused on value-added activities.

17

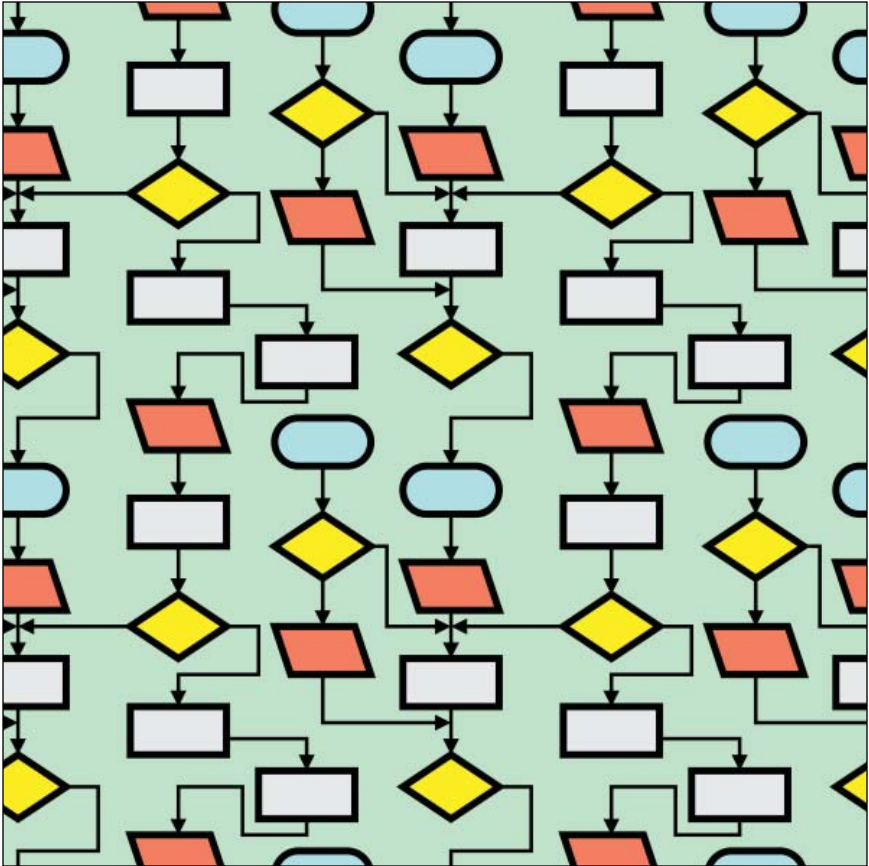
Focus your ops team on the important, not just the urgent.

18

Hire the best people, train them well, equip them with the best tools. They are the first line for incident detection and resolution.

19

The head of  
Infrastructure and  
Operations now plays  
a key, strategic role in  
the business. This is no  
longer a cost center.



## Section III

### Process

Given the complexity of modern IT infrastructures, organizations need robust processes to maintain service levels at agreed-upon levels. While some larger companies may embrace the richness of ITIL v3, others can get by with documenting their own best practices and following them consistently.



34

Consistency counts. A poorly performing infrastructure can be worse than one that is completely broken.

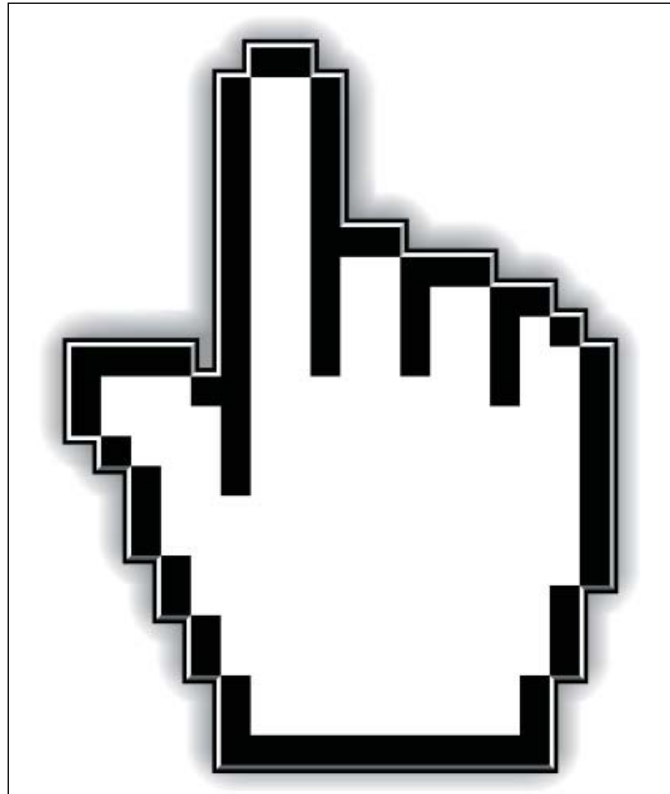
35

Monitor IT holistically—include network, storage, servers, applications, and end-user experience.

36

You must build in  
and fund monitoring  
with new applications.

Adding it on will not  
work. This is a  
key part of the  
development process.



## Section IX

### Getting Started

If you are reading this book, you are on the right path to improving your IT Operations. Choose one or two ideas from this book that seem achievable, and get them done. Track the return on your investments.  
Rinse and repeat.

122

Event and performance management only has value if it leads to action.

123

Continuing with your status quo monitoring will likely fail because of the significant structural changes happening in the IT industry.

124

Manage infrastructure holistically. Combine fault, performance, configuration, and IT process automation.

140

Consolidation is a process. Aim for a single central console and enjoy the incremental cost savings as you reduce duplication of effort.

## About the Authors



Peter Spielvogel leads the global Product Marketing team for the HP Operations Center (formerly OpenView Operations) product portfolio. Since starting his career twenty-five years ago developing software for financial services companies, he has held marketing, sales, and product management positions at Fortune 500 companies and several startups. Peter is ITIL v3 Foundation certified. He speaks internationally on IT Operations topics, including virtualization, automation, cloud computing, and consolidated operations. His education includes an MBA from the Tuck School of Business at Dartmouth and a BS in Engineering from Princeton University. He is based in Silicon Valley, California.

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## Managing Your IT Infrastructure in the Age of Complexity

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Jon Haworth leads Product Marketing for the Service and Operations Bridge within the HP Operations Center product portfolio. He has twenty-five years of experience working for HP across a variety of roles including consulting, pre-sales, and marketing. Jon has designed and implemented large-scale infrastructure management solutions for a number of Fortune 1000 enterprises. Jon is an early adopter and continued advocate for ITIL having gained his ITIL v2 Service Manager certification in 1996. He speaks extensively throughout Europe and Asia on the advantages of consolidating IT management. Jon has a BS degree in Computer Science from Manchester University. He is based outside London in the UK.

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**Thomas Cheng, President, pcAge, Inc.**

*"IT infrastructure management has never been so critical. All business verticals and IT organizations of all sizes will benefit from implementing the ideologies and processes discussed throughout this book—simple IT management techniques which are both enlightening and thought provoking for IT professionals at every level."*

**Luigi Tiano, Enterprise Management Director, CT Consultants**



Peter Spielvogel leads the global Product Marketing team for the HP Operations Center (formerly OpenView Operations) product portfolio.

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