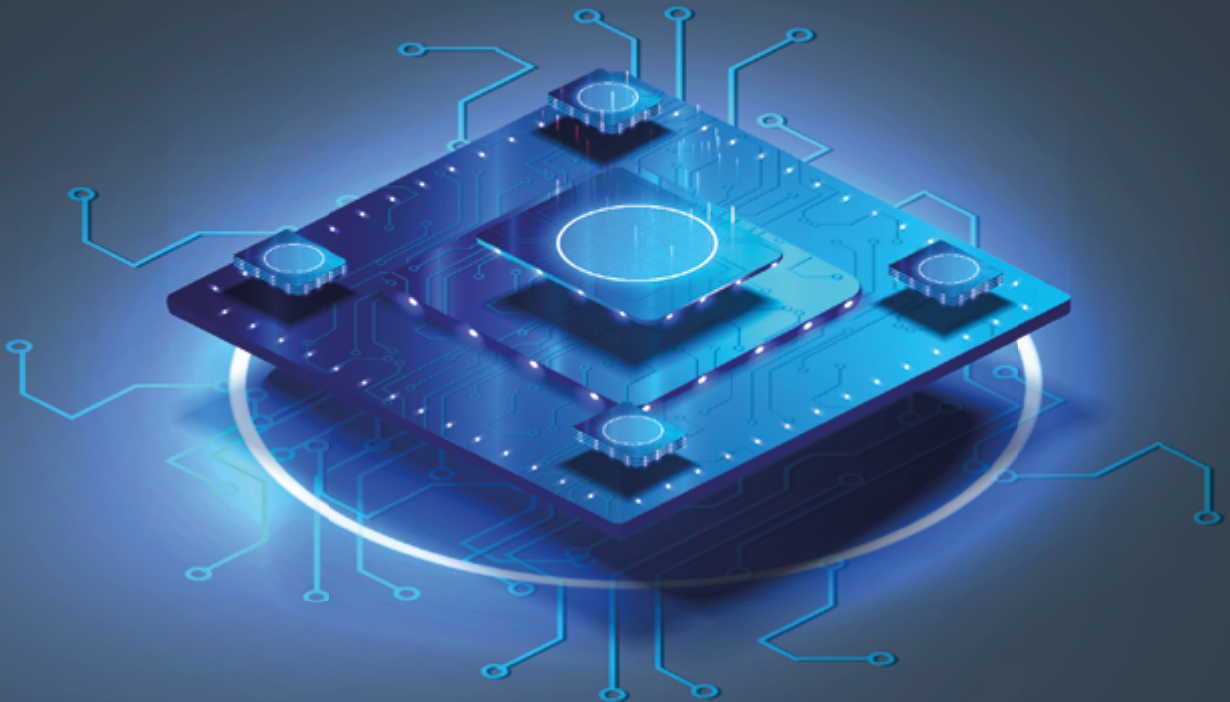




MIM® Annual report

The Major Incident Industry

2020-21



Summary

79% of Major Incident personnel surveyed were either exceptionally happy or happy with their role.

Major Incident Management personnel in the UK and India felt they have no work/life balance.

Those in the USA and Singapore reported a good work/life balance - the happiest were IT Major Incident professionals working for finance companies in the US.

Almost half of the participants felt that they had not been given adequate Major Incident training to fulfil their potential.

73% felt that their companies either did not invest or did not invest enough into Major Incident management.

47% of Major Incident teams are planning to invest in Major Incident Training in 2021. Of the 53% that are not planning to purchase training due to budget constraints (33%) or because their staff are good enough (20%).

Major Incident teams are traditionally small with 98% have between one and 40 Major Incident Managers.

The largest recruiter of Major Incident talent in 2020 was IT Managed Service providers and Finance.

A high percentage of those surveyed (57%) did not know what Major Incident downtime cost their company in 2020.

72% of respondents felt that their Major Incident team needs to engage more effectively with people.

Introduction

Over the past few months, we have personally interviewed or surveyed over 3,000 Major Incident professionals from across the globe.

They told us their thoughts on work/life balance, which Major Incident tools they use, and the biggest challenges their Major Incident teams face in 2021.

Our huge sample of Major Incident personnel either work within or support every industry type, including Finance, Telco, Media, Manufacturing, Logistics, and more.

It's a representative snapshot of the global Major Incident sector.

The report was designed to benefit the entire industry.

CIOs, Heads of Service Management, Managers

Discover invaluable insights into how your people feel about their role, their skills and knowledge, longevity, work/life balance, and how they see investment into the function should be utilised.

Major Incident Managers and Heads of function

There is some great information to help you baseline your company's performance against the rest of the industry.

Suppliers and tool providers

Get to know the industry on a deeper level, what do they want, how do they perceive their role and company.

The findings are important. They uncover the respondents' views about their company's Major Incident function, their individual career development, and their priorities for the future of Major Incident Management.

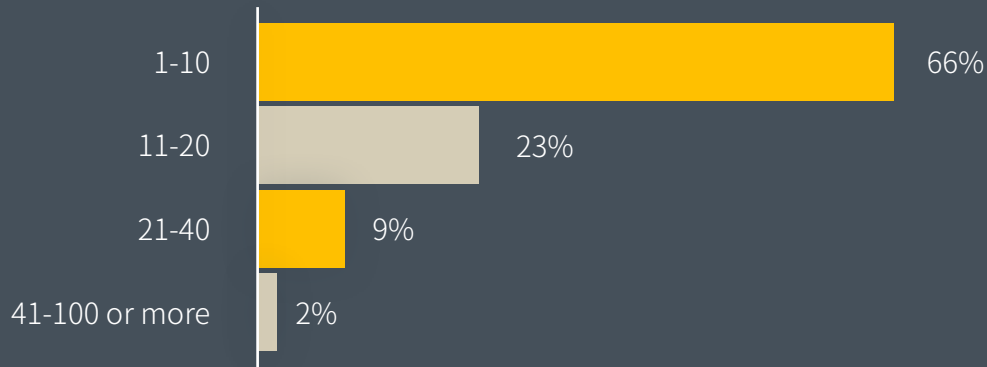
Adam Norman, CEO at MIM®

Major Incident Team Size

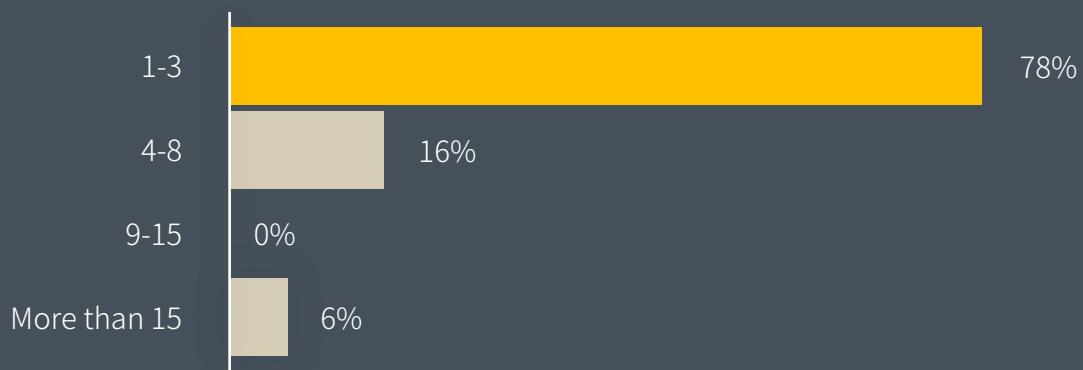
The largest recruiter of Major Incident talent in 2020 was IT Managed Service providers and Finance. These industries typically hired more than 15 major incident managers per function throughout 2020.



What size is your Major Incident Team (number of Major Incident Managers globally)?



How many new Major Incident Managers did your company hire in 2020?



ADAM SAYS

Teams of Major Incident Managers are traditionally smaller with 98% having 1-40 Major Incident Managers. The largest groups of Major Incident Managers are typically seen in Managed Service Providers. Finance and Telco often trail some distance behind MSPs in terms of Major Incident professional sizes but there are a few industries that have significant numbers.

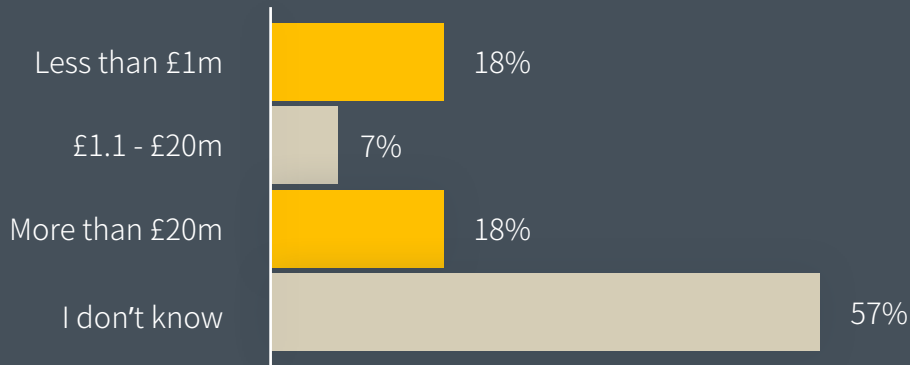
Telco was a significant employer of Major Incident professionals but on average in much smaller numbers than IT Managed Service providers and Finance, making new hires of between 4-8 new staff. The majority of companies were hiring new Major Incident managers in much smaller quantities, typically between 1-3 new Major incident hires in 2020.

Major Incident Management Performance

57% of people surveyed do not know the cost / cost impact of their company's Major Incident downtime in 2020.



What was the cost /cost impact of all of your company's major incident downtime in 2020?

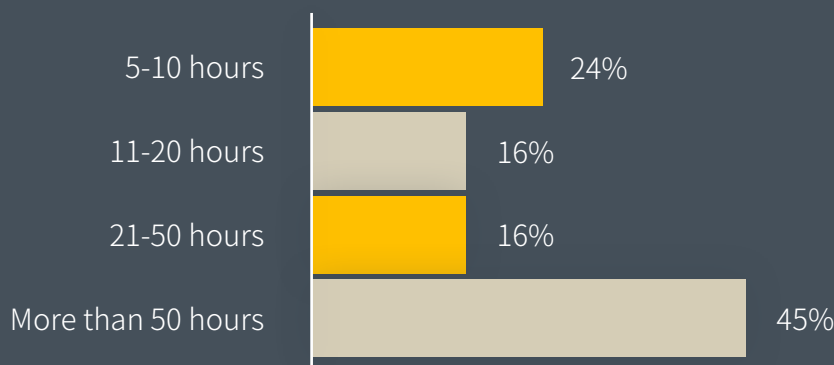


ADAM SAYS

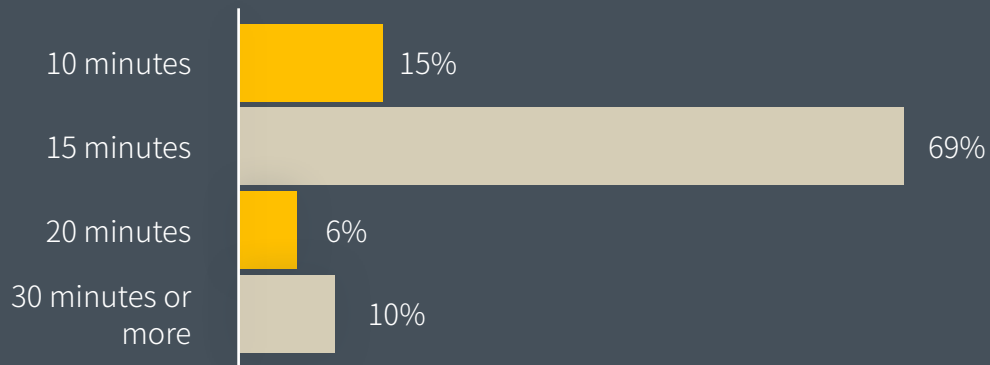
I'm not surprised to see the high percentage of people who don't know what Major Incident downtime cost their company in 2020. The industry still sees silo behaviour around downtime. **Major Incident teams and the business/customers need to work together to continually identify the true cost of downtime.** Knowing this changes many factors, including

investment and resource allocation to Major Incident Operations. This is something we, as an industry must work on. Within the next few years CIO's and Heads of Service Management must be able to report the cost impact back into the C-suite, as well as clarifying secondary and tertiary consequences such as reputational damage and loss of client confidence.

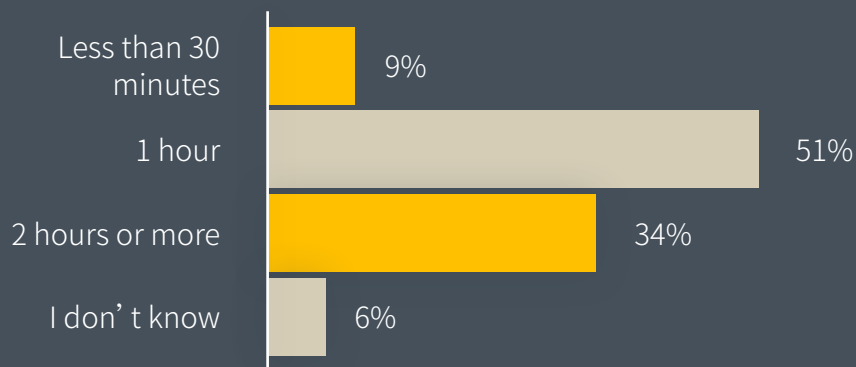
How many hours of downtime did you experience in 2020?



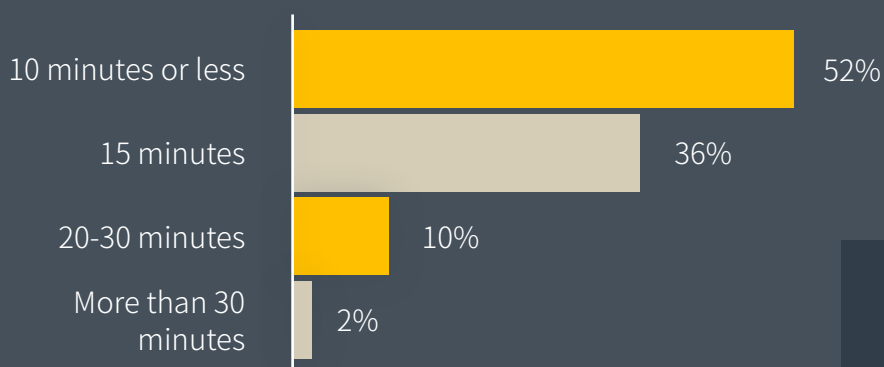
What is your formal target for issuing initial comms for Major Incidents?



What was your team's Meantime to resolve Major Incident in 2020?



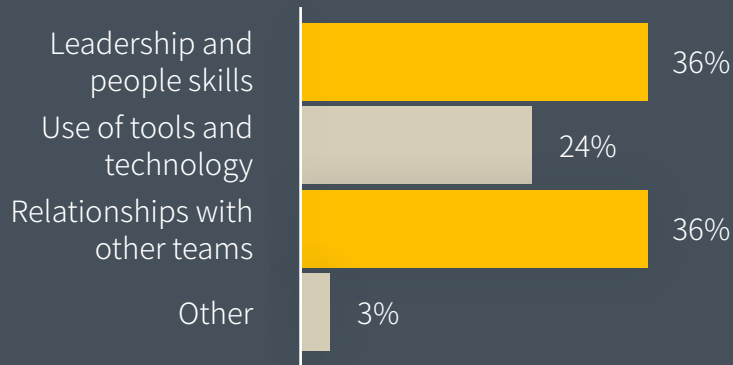
What is your average time to engage Technical Staff during Major Incidents?



88%

of participants had a time to engage technical staff for major incidents of 15-minutes or less.

What do you think your Major Incident team most needs to improve in 2021?



ADAM SAYS

An even split between 'Leadership and people skills', and 'Relationships with other teams' can be observed, both coming in at 36% each. Ultimately these both relate to how Major Incident professionals behave and engage with people. Combined this equates to **72% that believe their team needs to be more effective with people.**

This is one of the largest opportunities and much-needed areas of growth and

improvement that I have been discussing for some time. Ultimately MIM® as a company places leadership and people skills at the heart of our training in The Global Best Practice in IT Major Incident Management.

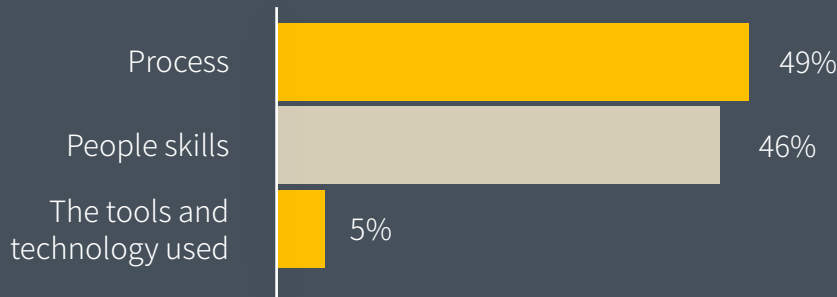
This sentiment echoes what me and the team have been driving the industry towards for years. Focus on leadership and people skills and performance substantially improves. Interestingly 24% felt that their team most needed to improve its use of tools and technology in 2021.

Thoughts & challenges

'Retaining or hiring staff' (44%),
'Too many Major Incidents'
(28%) and 'Getting additional
investment' (22%) are the
anticipated biggest challenges
for Major Incident teams in 2021



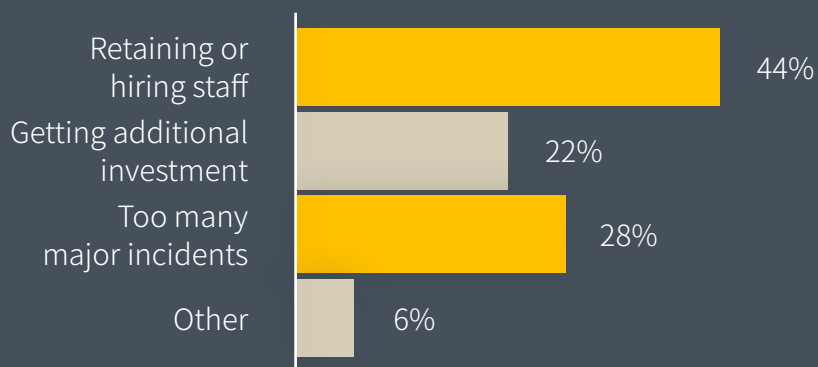
What do you think is the most important area of a major incident function?



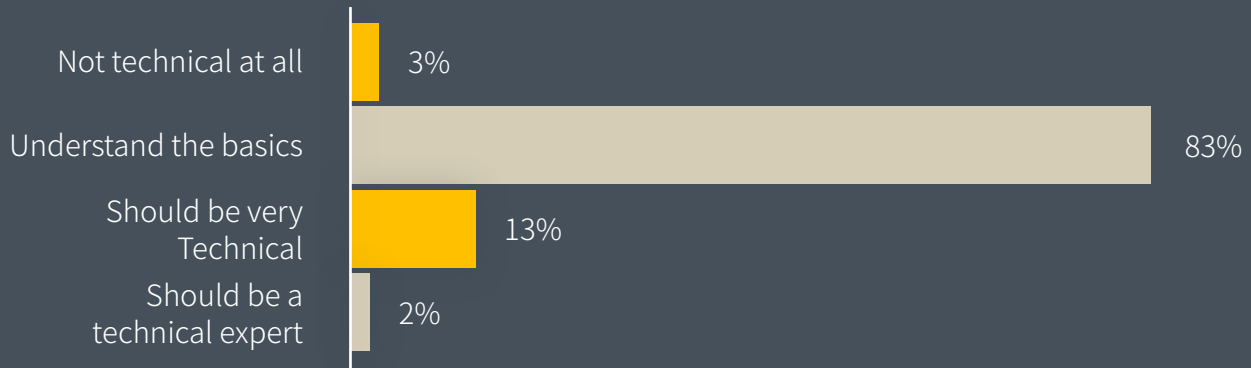
ADAM SAYS

I think that for a long time the industry was so focused on process that we completely **neglected the leadership and soft skills of Major Incident professionals.** It is encouraging to see the sentiment shift with many realising that process is actually a small part (excluding new functions).

What do you see as your Major Incident team's biggest challenge in 2021?



Do you think Major Incident Managers should be technical?

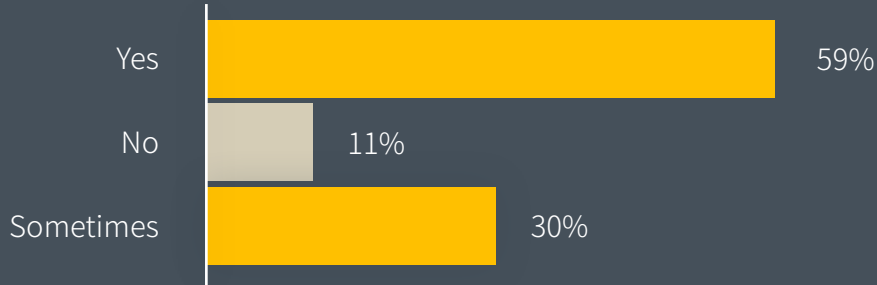


Leadership & Customers

It was interesting to see that 30% of participants felt that their leadership 'sometimes' supports Major Incident Management



Do you feel your leadership supports Major Incident Management?



ADAM SAYS

The majority of participants felt that their **leadership supports Major Incident management** (59%) with just 11% feeling the opposite. Perhaps the more interesting and useful statistic was the **30% of participants that felt their leadership 'sometimes' supports Major Incident management.**

This is a big opportunity for those in leadership roles to instigate open and honest dialogue with their Major Incident teams and understand what actions or scenarios they feel that leadership is not supporting them with. The likelihood is that a number of the scenarios are either lack of/or miscommunication, as our global observation is that the majority of leadership teams absolutely buy in to and support Major Incident teams.

Do you feel that the business/customers support and value Major Incident Management?



ADAM SAYS

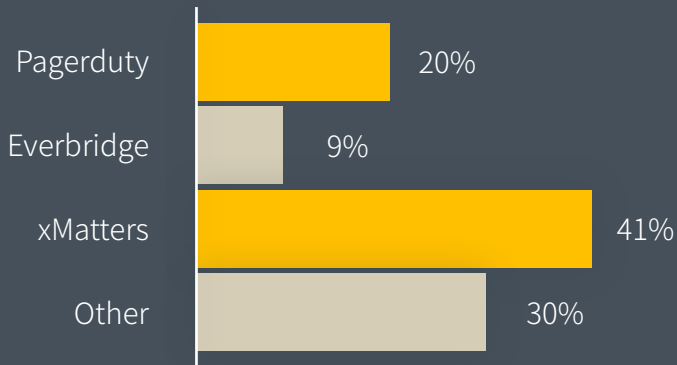
It is fantastic to see that the **large majority of participants** (82%) felt that their customers/and the business support and value Major Incident Management.

Tools & Technology

Ultimately the sentiment was that participants companies either did not invest or they did not invest enough into Major Incident Management (73%).



Which Major Incident Tools do you use?



Other responses:

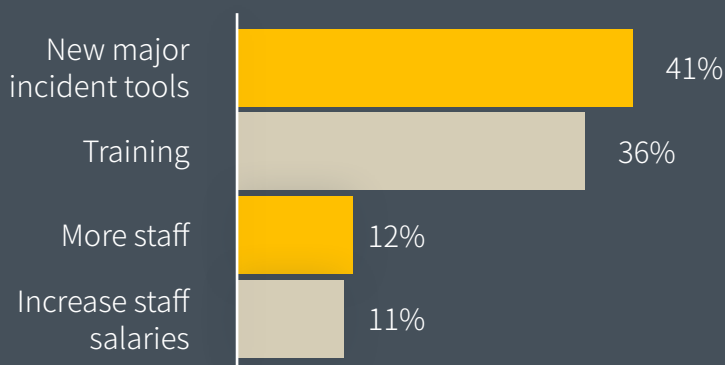
- Ms Teams
- Outlook
- Internal ticketing system
- Microfocus
- Quickbase
- Service now

ADAM SAYS

It is important to note that this particularly statistic does not necessarily represent the market share of each of these companies, merely that the participants in our research were utilizing the tools at these levels.

Also, there are other Major Incident software providers available. The three listed as choices were the most widely known at the time of the survey. It is interesting to see that other tools including in-house solutions are a major contributor.

How would you spend new investment into your Major Incident Team in order to have the biggest impact on performance?

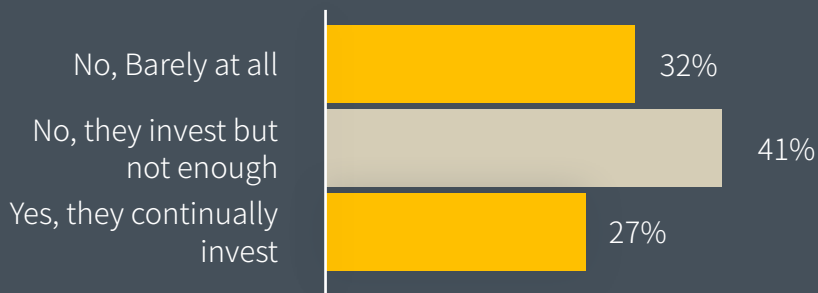


ADAM SAYS

The sentiment from participants was clear. **With additional investment from the business into their Major Incident functions, they would choose to invest in new Major Incident tools and training.**

Only a small percentage (12%) would increase staff numbers or staff salaries. It appears there is an overwhelming desire to invest in Major Incident training and new tools (77% combined)

Do you think your company invests enough money into your Major Incident function?



ADAM SAYS

Participants from Managed Service Providers were the highest category that believed no, **their company did not invest in Major Incident Management or no, they did invest but not enough.** In contrast, participants from finance and

Telco were most likely to say that they thought their company continually invest in Major Incident Management. These participants were more likely to work directly for the IT Operation that was owned directly by the business.

Are you planning to purchase new Major Incident tools in 2021?



ADAM SAYS

This was an interesting result. **I was surprised to see only 23% of participants and their companies were looking to purchase new Major Incident tools in 2021.** I suspect this is due to a combination of major players in the Major Incident Orchestration tools having made major sales pushes in recent years and acquiring a good chunk of the market, then providing a good service, so many people surveyed already have great tools in place and are not looking to switch.

There is definitely a subset who create their own in-house tools and stay away from vendor solutions, and finally there is definitely a portion of the market who simply don't know that great Major Incident specific software exists or what it is capable of.

MSPs, Finance, and Professional Services industries were top of the list for companies who will be purchasing new Major Incident software in 2021. USA, UK, India, Australia and Poland led the way as countries that will be purchasing in 2021. Telco and Logistics were the least likely to be purchasing new Major Incident tools in 2021.

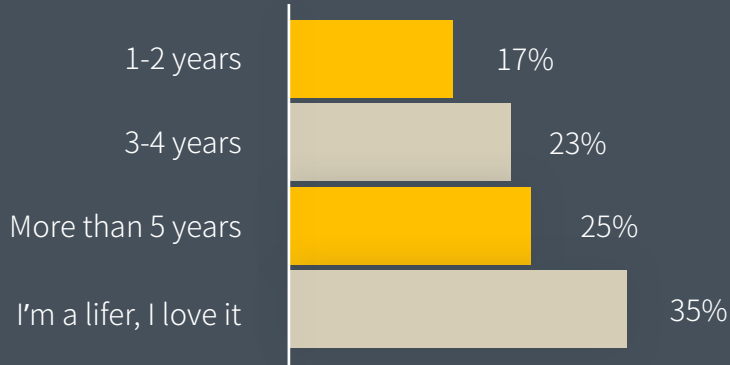
Telco is likely not represented here as they are highly likely to already be utilising an existing Major Incident tool, as in previous years they have been quick adopters of Major Incident tools. We don't have enough data on Logistics companies to make an educated estimate as to why they may not be purchasing new tools in 2021 because they're not looking to use Major Incident specific software or they already have this in place.

Career Satisfaction

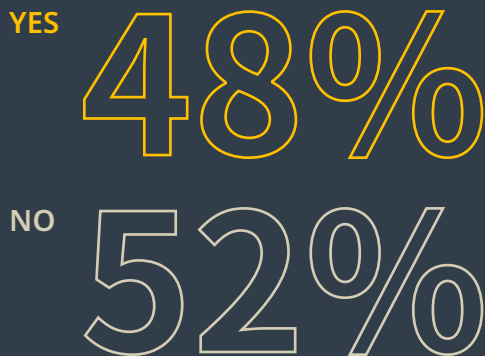
Major Incident Management personnel in the UK and India felt they have no work/life balance. Those in the USA and Singapore reported a good work/life balance.



How many years do you plan to work in Major Incident Management?



Do you feel as a Major Incident Manager you have a good work/life balance?



ADAM SAYS

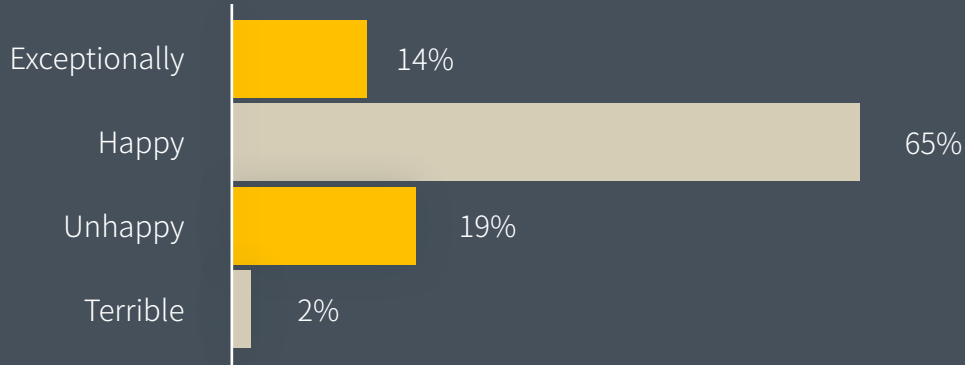
This was another interesting statistic.

Ultimately employers need to do a better job of recognising that Major Incident Management is a fast-paced, highly stressful role. Even those that are suited to it need to be given proper support and downtime if they are going to remain as effective as possible.

Participants that work for MSPs were the highest percentage that felt they didn't have work/life balance (predominately those in the UK, closely followed by those in India). Even when taking into account that MSPs are some of the largest employers of Major Incident staff statistically this didn't alter the results.

A distant second were participants who work in Major Incident Management for Finance companies in the UK. IT Major Incident professionals that worked for Finance companies in the USA appeared at the top of the list for good work/life balance.

How satisfied are you with your current Major Incident role?



ADAM SAYS

A huge 79% of people who took part were either exceptionally happy or happy with their Major Incident role. This is a tremendously positive sentiment from the industry. I don't think this is particularly surprising, as the nature of the role means that people often feel a deep sense of purpose in their work.

They genuinely feel what they do matters and the feedback loop of this is fairly instant, meaning they are constantly affirmed of the work they do. 22% were either unhappy or found their role to be terrible.

Interestingly, those that were unhappy or found their current role to be terrible were split across the following industries:

- Managed Service Provider **53%**
- Technology **13%**
- Finance (retail banking) **13%**
- Ecommerce **7%**
- Legal **7%**
- Government **7%**

ADAM SAYS

The only statistically relevant industry was Managed Service Providers, with a huge 53% of Major Incident Managers classifying themselves as terribly unhappy or unhappy in their role. This echoes what I and the MIM®

team see universally regardless of country of operations. Major Incident Management is a key part of MSPs overall offerings and the great work done in other areas of the business can be undone by poorly managed Major Incidents. It impacts client satisfaction and relationships substantially. If your Major Incident staff are unhappy then they are unlikely to perform at their best.

For years Managed Service Providers have been constantly pressured by clients to provide more service for less cost and the impact of this can be seen in Major Incident Management. MSPs often opt for lower salaries and utilise shared

service Major Incident Management which comes with its own unique pros and cons. Shared Service Major Incident Management is definitely a tough challenge for the individual doing the role. More Major Incidents, less account knowledge.

Managed Service providers who pay market rates for experienced Major Incident Managers, and that have strong leadership and culture have far more happy, productive staff. The challenges occur for MSPs that have fewer experienced staff that are underpaid against the market rate, and that don't receive the right level of support and training. Hopefully, the report provides enough insights that shift some of the behaviours in MSPs that are having issues with Major Incident performance.

Professional Development

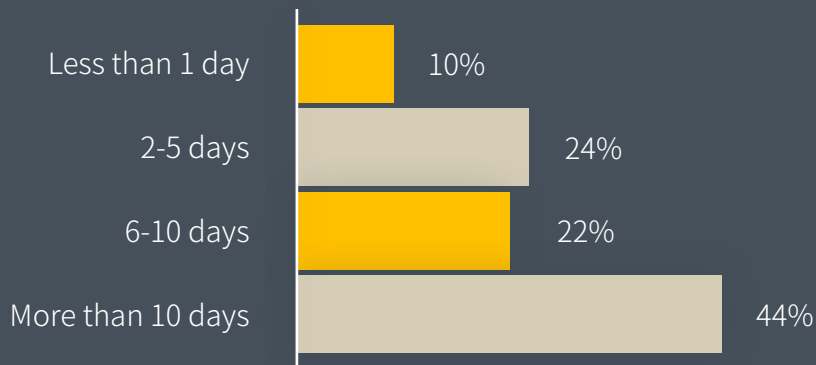
Nearly half of the participants felt they had not been given adequate Major Incident training to fulfil their potential.



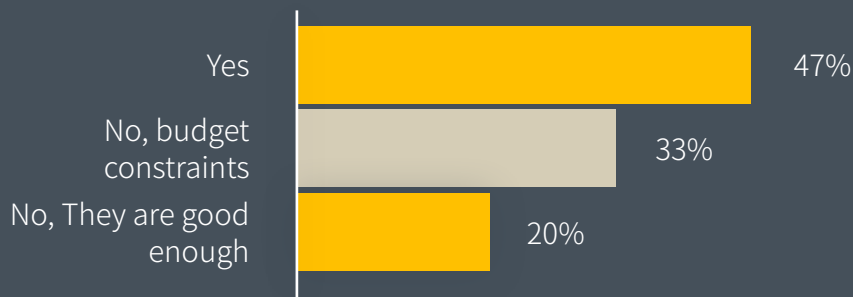
Do you think that you have been given adequate Major Incident training and knowledge to fulfil your full potential?

YES **54%** NO **46%**

How much time did you dedicate to developing your major incident leadership and people skills in 2020? (outside of live major incidents)



Are you planning to purchase training for your Major Incident Managers/Staff that manage Major Incidents in 2021?



ADAM SAYS

Interestingly there is a huge shift in Managed Service Providers training their staff who are involved with Major Incidents. Despite MSPs being the most likely to require support and development for Major Incident skill sets, they have been sporadic in their action to improve Major Incident capabilities across the last few years. **Some companies trained their entire global Operational teams whilst others trained small numbers of staff in geographical locations but chose not to train others,** and many MSPs provided little or no Major Incident Training to staff.

However the sentiment for 2021 was a huge shift. Finance and Tech were the standout sectors that are investing in training for Major Incident professionals. 48% of companies that took part and said they are looking to properly train their Major Incident staff in 2021 were MSPs. This represents a big shift from previous years and will see a dramatic shift in the capabilities

of MSPs globally when it comes to Major Incident management. It's likely to create a competitive edge for MSPs that develop better Major Incident capabilities but will also mean that the entire industry should see more experienced and capable Major Incident Managers, which may lead to more talent within this space.

Finance and Technology sectors were among the highest industries that will train Major Incident staff in 2021. This matches our observation of the industry behaviour over the last 3-4 years. Finance and Tech companies were some of the first to globally adopt our Global Best Practice in IT Major Incident Management® and are heavy investors in training, tools and capabilities for Major Incident Management. Of those companies that said 'No' due to budget constraints, MSPs were among the highest. It was interesting to see that 20% of the participants weren't training staff as they felt they were good enough already.

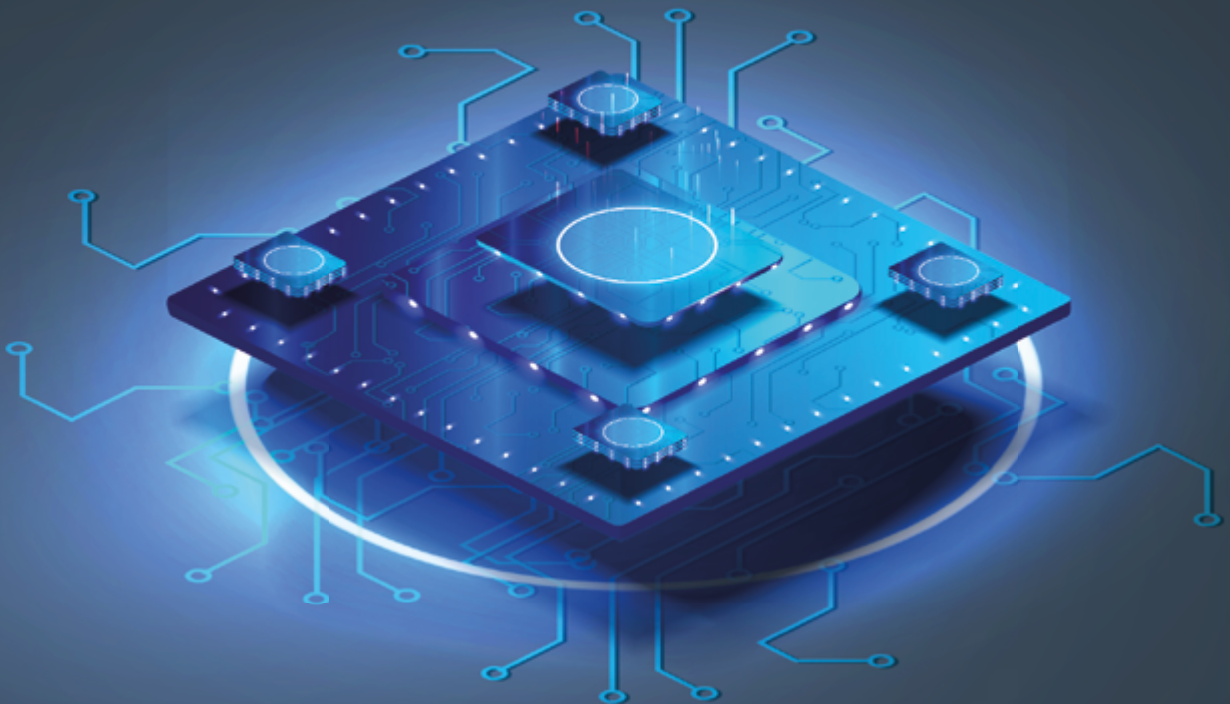
Conclusion

And finally...

I'd like to thank the people who took the time to share their insights. Your thoughts can help shape the future of Major Incident Management.

My hope is that these findings will help put businesses in a stronger position to understand what support their Major Incident teams need and expect to grow both within and for your company.

Adam Norman, CEO at MIM®



We're pioneers in IT Major Incident Management.

MIM® is the professional body dedicated to developing, managing and delivering our qualifications in The Global Best Practice IT Major Incident Management®. We work with leading organisations around the world to unleash their talent and effectiveness. We are shaping the future of Major Incident Management.

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