



Service Management  
and the new DevOps

Gary Percival

2019 Q3 Seminars

2019  
Service Management  
Conference

Transitioning People  
through Constant  
Change  
Karen Ferris

CONGRATULATIONS  
2019 National Award  
Winners

# TABLE OF CONTENTS

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- 3 Chair's Report
- 4 Service Management & the new DevOps  
by Gary Percival
- 10 Transitioning People through Constant Change  
by Karen Ferris
- 14 Thank you to our 2019 Sponsors
- 16 2019 Conference Photos
- 20 2019 National Award Winners
- 24 In your State - Q3
- 26 Your Member Benefits
- 28 BrightTalk Webinars



# FROM THE CHAIR

Hi everyone,

Our 22nd National Conference, still regarded as one of the best internationally, saw a coming together of like minds, free thinkers and some speakers whose solutions and visions for the future were quite radical. I loved every minute of it.

One thing I did particularly appreciate was Rob Edwards and his vision for living well, we can lose sight of this in our busy day-to-day activities and yet it's the foundation for a productive, and extended life. I'd ask you to give this issue some serious consideration as you now grapple with the million and one pressures of a modern workplace, your own family and the myriad distractions of modern life.

Our conference was remarkable for the huge sponsor support it generated and I know some of those sponsors have already signed up for next year. That in itself is remarkable, and what a vote of confidence in the team. And our future!

In that respect I'd like to single out Kathryn Howard, our Conference Director for a special mention. She steered the ship beautifully and the result was an event I think we can all be proud of. She was of course ably supported by the staff in the National Office and the Conference

Committee, a huge vote of thanks is due to all of them. A wonderful team effort. "Thanks guys!"

Our National Awards continued to showcase the best of the Service Management community and by congratulations to everyone concerned, in particular the winners of course, but all of the people and enterprises who put their hand up – "Well done!"

By popular demand we're back in Brisbane next year – a city that is always kind to us. It is one that seems to kindle the strong sense of community that I always find such a valuable part of our working together, and our coming together in an atmosphere of mutual trust and understanding.

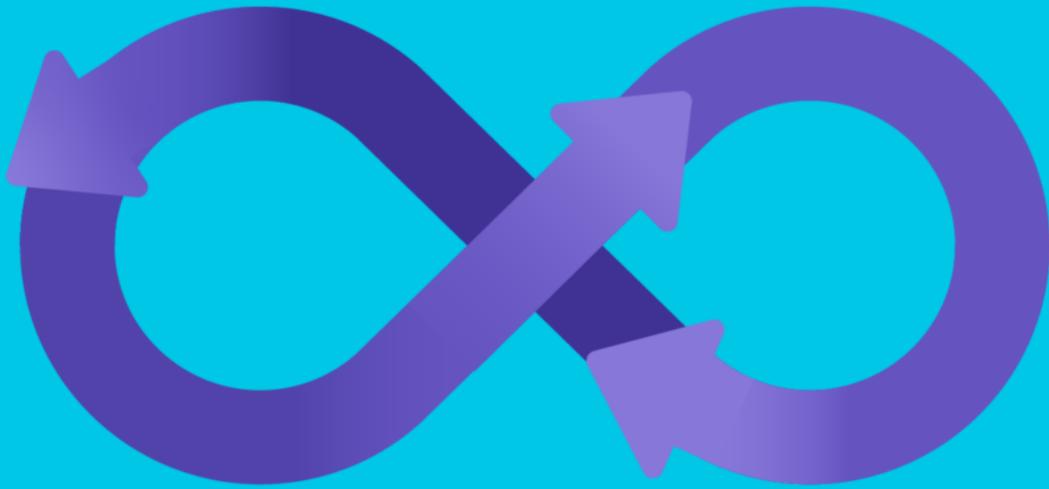
'Bring on 2020' I say, and I'm looking forward to seeing you there.

Between now and then, work hard, enjoy your life, and stay safe.

Enjoy your magazine.

Bradley Busch  
Chair - itSMF Australia

# Service Management



## and the new DevOps

By Gary Percival

This is the second in a series of four articles on some new frameworks and methodologies around Service Management. How do they work together, and what really matters?

I read **“The DevOps Handbook (Kim, Humble, Debois and Willis)”** and felt greatly enlightened. I understood the three key ways – Flow, Feedback and Continual Learning.

And that you need to apply Lean Thinking to optimise processes, then automate. Create development and delivery automation so that multiple developers can contribute to the core branch, ensuring automatic testing, and reversal, without impacting other developers.

This then makes me a DevOps expert, yes?

Alas, nothing stays the same forever.

I recently attended an excellent presentation by Jayne Groll (DevOps Institute) on the thinking behind the ‘new’ DevOps

One statement stood out,

**“If you are in IT, then you are in DevOps.”**

DevOps has expanded to include many of the IT service practices, including service management, application development and project management.

This makes sense, as all of these benefit from the combining of development and operations thinking to deliver the best outcomes for the customer.

There were two other key takeaways from the presentation:

1. “The Agile Service Management Guide (Jayne Groll)” and
  2. Upskilling: Enterprise DevOps Skills report
- Both are available from the DevOps Institute web site ([www.DevOpsInstitute.com](http://www.DevOpsInstitute.com))

# The Agile Service Management Guide

This is a short book discussing how the Agile methodology can be applied to delivering and enhancing ITIL service management practices.



Consider service management as a set of practices/processes/services or whatever. Key is that the intention is to manage services so that the outcome for the customer is best.

Various frameworks tell you to continually be improving your services (ITIL/DevOps/Lean). Here is an obvious way to do implement improvements – Agile Service Management.

Apply the Agile methodology to continually improve your service management practices in line with what your customer needs.

Start with quickly delivering the Minimum Viable Product (MVP). Or as ITIL 4 might call it a minimum viable practice. Or as I like to say, minimum viable service. Ah, what’s in a name!

The Guide compares Agile roles, artefacts and events with those of Service Management. The correlation is clear.



(from the Agile Service Management Guide)

Agile terms are all readily applicable to development and enhancement of service management processes. What could be more natural?

## Then there is the Change Management process

My favourite. Much maligned.

From ITIL v2, change management has been about assisting the implementation of changes while minimising risk. Many implementations of Change Management have tended to concentrate on the second part “while minimising risk” and turned Change Management into a bureaucratic nightmare. (NOTE: ITIL 4 reinstates its original purpose, I am glad to say.)

How about applying Agile to Change Management?

What if we start with a very simple Change Management process, which requires changes (altering the way in which a service is delivered) to be documented, tested as appropriate, and approved by the relevant stakeholders? No more, no less. Very simple.

Let this run and have the users (change management customers) tell us how they would like the process to evolve. They might suggest improvements like:

- Different types of changes depending on complexity and urgency
- Different ways to obtain approval (I once implemented a totally virtual CAB)
- Different change priorities
- Two change flows – one for Waterfall and another for Agile Development
- A lot more ideas, the list is endless

Then imagine having a fortnightly catchup (Showcase) with the users, to collect their ideas, and deliver those process improvements two weeks later? How about a Change Management process that actually makes users’ life easier!

My answer has always been – Why not?

## Can we be Agile with services?

Same answer. The trick is to build the diverse teams to focus on value. And to define what is meant by ‘Done’ in an Agile sense. What is a releasable service improvement?

The move to microservices and decoupling helps with being able to deliver the minor enhancements, rapidly and with low risk. Design your services, right from the beginning, to support multiple releases over its lifespan. This fits beautifully with ITIL 4 Service Value Chains.

Agile development of services, with Agile service management in mind, leads to highly adaptable, and highly available services which can be continually enhanced, integrated and deployed. Again, stealing from the Guide:

### “Agile Software Development + Agile Service Management = Agile IT (DevOps)”

I would even take this further, into Enterprise Service Management, and say:

### “Agile Service Development + Agile Service Management = Agile Enterprise”

There is no reason why the Agile methodology cannot be applied to all service provision. This makes the Agile Service Management guide ever more relevant to all professionals.

And there is the

## Upskilling: Enterprise DevOps Skills report

The DevOps Institute commissioned a report

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EVERYBODY IS A GENIUS.  
BUT IF YOU JUDGE  
A FISH BY ITS  
ABILITY TO CLIMB  
A TREE, IT WILL  
LIVE ITS WHOLE LIFE  
**BELIEVING**  
THAT IT IS STUPID

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into the future skills for the brave new world. It is a most interesting read. There are some surprises. Some skills disappearing, some enduring and some still in their early stages – more to come.

If you are planning your own skills development, look at where the demand will be growing.

One such new starter is the role of Site Reliability Engineer (SRE). This role alone challenges the state and structure of IT. But just how different is it, and where should it fit in in our ITIL / Agile / DevOps world?

The SRE topic is so new and challenging that I will leave it to my next article.

I hope I have whet your appetite for that one!



## ABOUT THE AUTHOR

"Gary is an independent Service Management consultant and trainer. He has been a member of itSMF for over 12 years. Gary is a ITIL v3 Expert and v2 Master, with supporting knowledge in Agile, DevOps and Lean Thinking."

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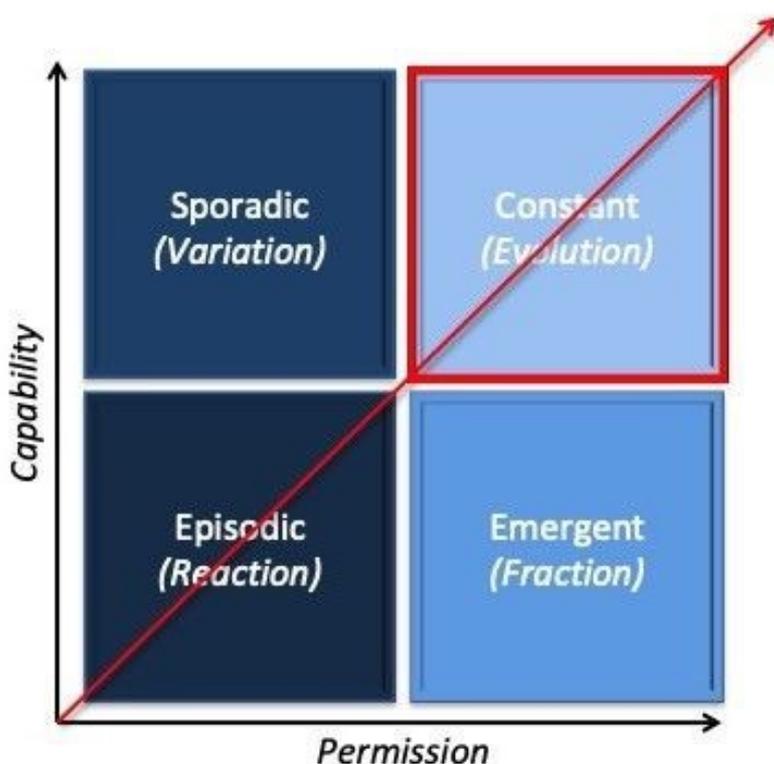


# Transitioning People Through Constant Change

By Karen Ferris



If organizations are going to remain relevant, they need to evolve from a time when change was episodic, sporadic or emergent and to a place where it is constant. This is shown in the Evolution Model below.



This is achieved through giving everyone in the organization the capability and permission to be self-organizing so that change is constant, evolving, and cumulative.

Regular readers of my posts will know that I often use a soccer analogy as explanation.

The soccer teams at the top of their game have players who are given both the capability and permission to drive change. Many would claim that players like Cristiano Ronaldo and Lionel Messi have not just improved soccer but have changed it. They have evolved in the face of constant change. The rate of evolution in their goal

scoring abilities should have taken decades or centuries based on past player performance. Through capability and permission, they have changed people's expectations of what it means to be a great player.

## Episodic change

When change is episodic, organizations are inertial and change is infrequent, discontinuous, intermittent, and intentional. Change is driven top down. It is often a new programme of work or a change in strategic direction.

By the time this form of change is delivered, the information about the environment, competition, consumer, customer, and emerging technologies that informed the decision to change are no longer relevant. The world has moved on.

Episodic change is an occasional interruption or divergence from the equilibrium. It tends to be dramatic and driven by external events. Episodic change reflects the failure of the organization to adapt to a continually changing environment.

If the people within the organization have little capability and permission to initiate and drive change, where and when it is needed, change will continue to be reactive to external events.

## Sporadic change

If people do not have the permission to initiate and drive change, the capability to do so is worthless. We can't have one without the other.

When change is sporadic, it takes on a scattergun approach and change is not targeted where it is needed.

We can equip everyone in the organization with the capability to identify, initiate, and drive change so that the organizations can thrive in the face of constant change.

However, if everyone has to ask for permission, the rate of change will happen at irregular intervals in time and in isolated instances. Change will be non-continuous and infrequent.

## Emergent change

Without the capability to identify and drive change, giving people permission to do so is pointless. Giving people permission to lead change but not enabling them to do so, will result in a frustrated and disengaged workforce.

Emergent change addresses the need to be responsive and adaptive. Change is constant but without the change capability it will be a fraction of something bigger. It will be messy and inefficient.

## Constant change

If an organization is to thrive in the face of constant change, it needs energy and ideas from the whole of the organization. Everyone, at every level in the organization, must be in the business of leading and driving change.

The competitive advantage lays in the ability to constantly change in order to meet the demands of an ever-evolving market, competition, customer and consumer demands, and emerging technology. Everyone in the organization needs to be equipped with the capability and permission to identify, initiate, and drive change.

It is only through constant evolution that organizations will survive.

## CONSTANT CHANGE AT TOYOTA

As of April 2017, Toyota was the fifth largest company in the world in terms of revenue.

Toyota has a culture of continuous change and improvement.

Everyone in the organization, from executives to shop floor workers and production line workers, are given the capability and permission to drive change. When they see an opportunity, they can respond.

In April 2017, Toyota's key financials in US millions were:

Revenue: \$254,694

Profits: \$16,899.3

Assets: \$437,575

They must be doing something right in a highly competitive and rapidly changing industry.

## Game score

Just as organizations have had to come to the realisation that change is constant and that they have to evolve to reflect the world in which they now live, soccer teams have had to do the same.

Soccer has had to evolve over the years to deal with changes in the environment, skills of the opposition, and the type of competition.

The rate of change has dramatically increased with advancing technologies, increased versatility of players, and the availability of instant information enabling fast decision-making.

In this situation, change is not led and managed by the manager and coach alone. Everyone in the team (manager, coach, and players) identifies the need for change, initiates the change, and drives it forward. The ideas and energy in the face of constant change come from the entire team.

## About the Author

**Karen Ferris** is an organizational change management rebel with a cause.

She is an author, sought after keynote speaker, coach mentor and facilitator. Her latest book, "Game On! Change is Constant – Tactics to Win When Leading Change is Everyone's Business" is available now.

She is passionate about enabling individuals and organisations to triumph in the face of constant and disruptive change and does so through programs regarding organisational change, resilience, agility, leadership, transformation and adaptation.

To inquire about her working with you or your organisation please contact us [here](#).





**“The announcement of the changes really went well.”**



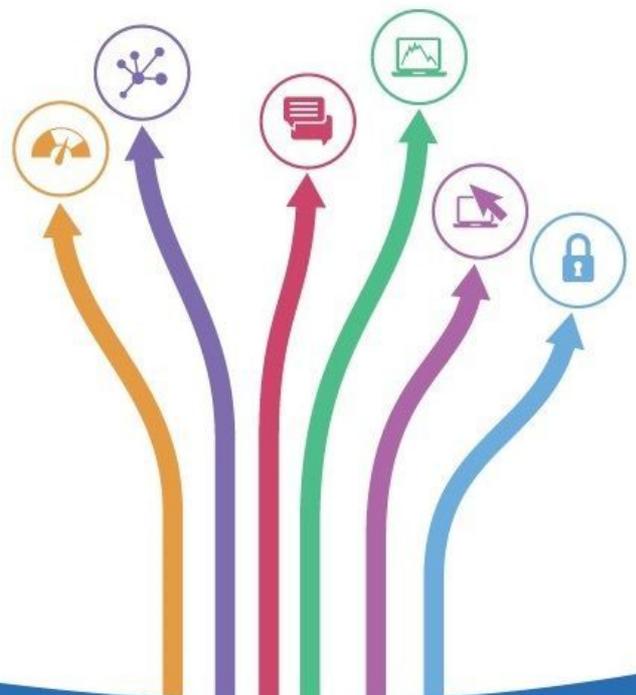
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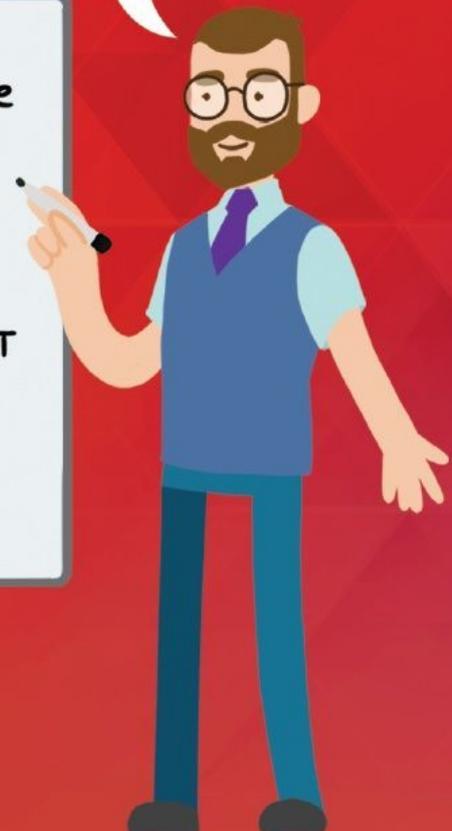
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tion

Ralph Gray



Year



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Frank Cord-Udy



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Julian Fish  
Director of Product Management

# The 2019 Accelerate State of DevOps Report



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